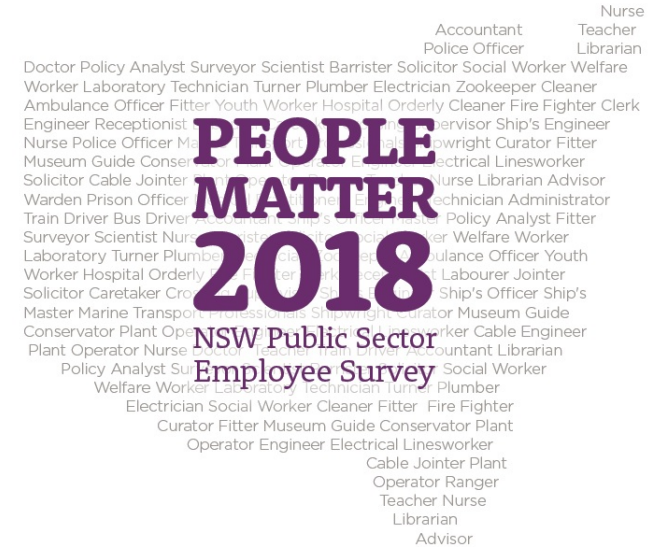


PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Industry

Destination NSW

RESPONSE RATE

81%

124 OF 153 RESPONDENTS

EMPLOYEE ENGAGEMENT

56%

DIFFERENCE FROM 2017 -6
 DIFFERENCE FROM CLUSTER -10
 DIFFERENCE FROM PUBLIC SECTOR -9

ENGAGEMENT WITH WORK

64%

DIFFERENCE FROM 2017 -5
 DIFFERENCE FROM CLUSTER -9
 DIFFERENCE FROM PUBLIC SECTOR -8

SENIOR MANAGERS

34%

DIFFERENCE FROM 2017 -5
 DIFFERENCE FROM CLUSTER -21
 DIFFERENCE FROM PUBLIC SECTOR -15

COMMUNICATION

53%

DIFFERENCE FROM 2017 -6
 DIFFERENCE FROM CLUSTER -15
 DIFFERENCE FROM PUBLIC SECTOR -8

HIGH PERFORMANCE

54%

DIFFERENCE FROM 2017 -7
 DIFFERENCE FROM CLUSTER -15
 DIFFERENCE FROM PUBLIC SECTOR -11

PUBLIC SECTOR VALUES

54%

DIFFERENCE FROM 2017 -4
 DIFFERENCE FROM CLUSTER -14
 DIFFERENCE FROM PUBLIC SECTOR -8

DIVERSITY & INCLUSION

59%

DIFFERENCE FROM CLUSTER -18
 DIFFERENCE FROM PUBLIC SECTOR -9

FLEXIBLE WORKING SATISFACTION

26%

DIFFERENCE FROM 2017 -2
 DIFFERENCE FROM CLUSTER -51
 DIFFERENCE FROM PUBLIC SECTOR -32

ACTION ON RESULTS

47%

DIFFERENCE FROM 2017 +20
 DIFFERENCE FROM CLUSTER -5
 DIFFERENCE FROM PUBLIC SECTOR +10



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	87%	94%
2c. I receive help and support from other members of my workgroup	85%	85%
2e. People in my workgroup treat each other with respect	85%	85%
2b. My workgroup works collaboratively to achieve its objectives	82%	88%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	80%	82%
1a. I understand what is expected of me to do well in my role	78%	91%
2d. There is good team spirit in my workgroup	73%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	73%	72%
5b. My manager listens to what I have to say	71%	77%
7h. My organisation generally selects capable people to do the job	70%	64%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	17%	25%
6d. Senior managers encourage innovation by employees	22%	35%
7f. My organisation is committed to developing its employees	23%	27%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	26%	28%
3g. I am satisfied with the opportunities available for career development in my organisation	27%	27%
9a. I have confidence in the ways my organisation resolves grievances	28%	28%
6g. I feel that senior managers keep employees informed about what's going on	34%	34%
6h. I feel that senior managers listen to employees	34%	39%
6c. I feel that senior managers model the values of my organisation	34%	41%
6b. I feel that senior managers effectively lead and manage change	34%	33%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
14. I believe action will be taken on the results from this survey by my organisation	47%	27%
6i. Senior managers in my organisation support the career advancement of women	55%	49%
7h. My organisation generally selects capable people to do the job	70%	64%
6b. I feel that senior managers effectively lead and manage change	34%	33%
1f. I am able to keep my work stress at an acceptable level	67%	66%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	73%	72%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7d. There is good co-operation between teams across our organisation	36%	50%
7i. I would recommend my organisation as a great place to work	39%	52%
1a. I understand what is expected of me to do well in my role	78%	91%
6d. Senior managers encourage innovation by employees	22%	35%
5e. My manager involves my workgroup in decisions about our work	59%	70%
1b. I am provided with the support I need to do my best at work	55%	65%
7b. My organisation is making the necessary improvements to meet our future challenges	35%	44%
8c. I am able to speak up and share a different view to my colleagues and manager	64%	73%
3e. My performance is assessed against clear criteria	41%	50%
7k. I feel a strong personal attachment to my organisation	50%	59%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q7f. My organisation is committed to developing its employees



Q7f. My organisation is committed to developing its employees



Q7f. My organisation is committed to developing its employees



Q4. The rationale for change initiatives is communicated well



Q4. The rationale for change initiatives is communicated well



Q4. The rationale for change initiatives is communicated well



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have 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.

47%

of employees replied favourably to:

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

37%

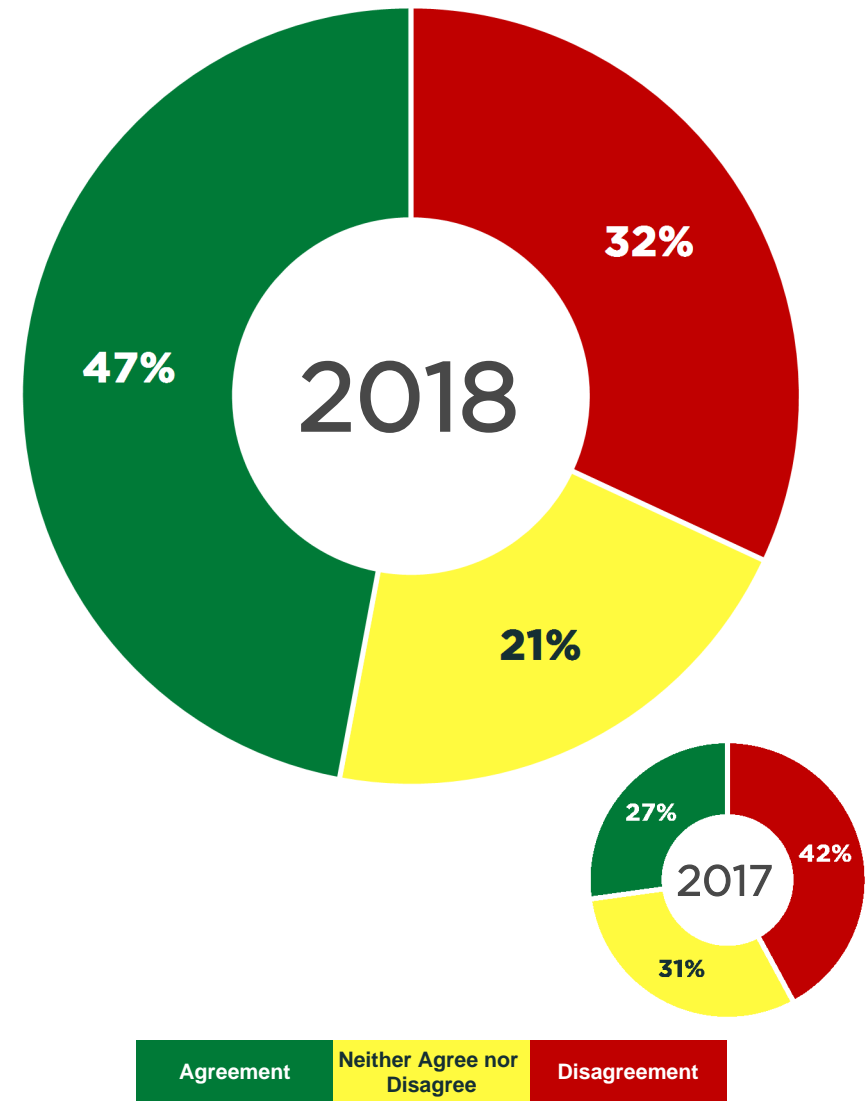
SECTOR

52%

CLUSTER

27%

2017



KEY DRIVERS OF ENGAGEMENT



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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6a. I believe senior managers provide clear direction for the future of the organisation	35%	37%	54%	49%
2	Q7f. My organisation is committed to developing its employees	23%	27%	57%	52%
3	Q7c. I feel that change is managed well in my organisation	17%	25%	39%	40%
4	Q6b. I feel that senior managers effectively lead and manage change	34%	33%	49%	46%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	35%	44%	62%	57%
6	Q6h. I feel that senior managers listen to employees	34%	39%	51%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	33	27	24	10	39%	52%	67%	61%
Q7j. I am proud to tell others I work for my organisation	18	48	19	8	66%	73%	71%	69%
Q7k. I feel a strong personal attachment to my organisation	15	36	26	11	50%	59%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	9	34	29	14	43%	49%	58%	55%
Q7m. My organisation inspires me to do the best in my job	12	34	28	13	46%	51%	57%	55%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	64% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	19	48	11	17		66%	74%	75%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	24	40	11	15	9	64%	69%	75%	72%
Q1e. I am satisfied with my job	17	46	15	16		63%	66%	70%	69%

KEY





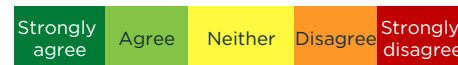
EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS		34% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation		29	28	22	15	35%	37%	54%	49%
Q6b. I feel that senior managers effectively lead and manage change		28	20	24	21	34%	33%	49%	46%
Q6c. I feel that senior managers model the values of my organisation		7	27	27	20	34%	41%	56%	50%
Q6d. Senior managers encourage innovation by employees		19	30	28	20	22%	35%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		8	31	31	17	40%	47%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		13	40	26	13	53%	58%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		7	26	29	21	34%	34%	55%	47%
Q6h. I feel that senior managers listen to employees		27	29	21	16	34%	39%	51%	43%
Q7c. I feel that change is managed well in my organisation		14	27	36	20	17%	25%	39%	40%

KEY





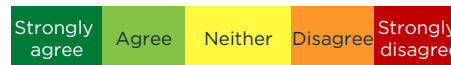
EXPLORE THE FULL RESULTS

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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	53% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	30	33	15	13	10	62%	71%	75%	72%
Q5d. My manager encourages and values employee input	28	39	15	10	8	67%	70%	80%	72%
Q5e. My manager involves my workgroup in decisions about our work	21	37	18	13	11	59%	70%	73%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	7	26	29	21	17	34%	34%	55%	47%
Q6h. I feel that senior managers listen to employees		27	29	21	16	34%	39%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	49	16	14		64%	73%	77%	67%

KEY





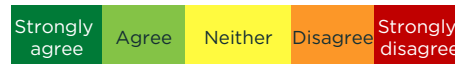
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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				54% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	30	48	10	10	78%	91%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	44	38	10		82%	88%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	8	36	22	19	15	44%	45%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	40	19	9	7	65%	72%	79%	74%
Q5f. I have confidence in the decisions my manager makes	29	35	19	10	8	64%	72%	74%	68%
Q6d. Senior managers encourage innovation by employees	19	30	28	20		22%	35%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	31	31	17	13	40%	47%	61%	52%
Q7a. My organisation focuses on improving the work we do	9	45	23	16	7	54%	57%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	29	31	23	11		35%	44%	62%	57%

KEY

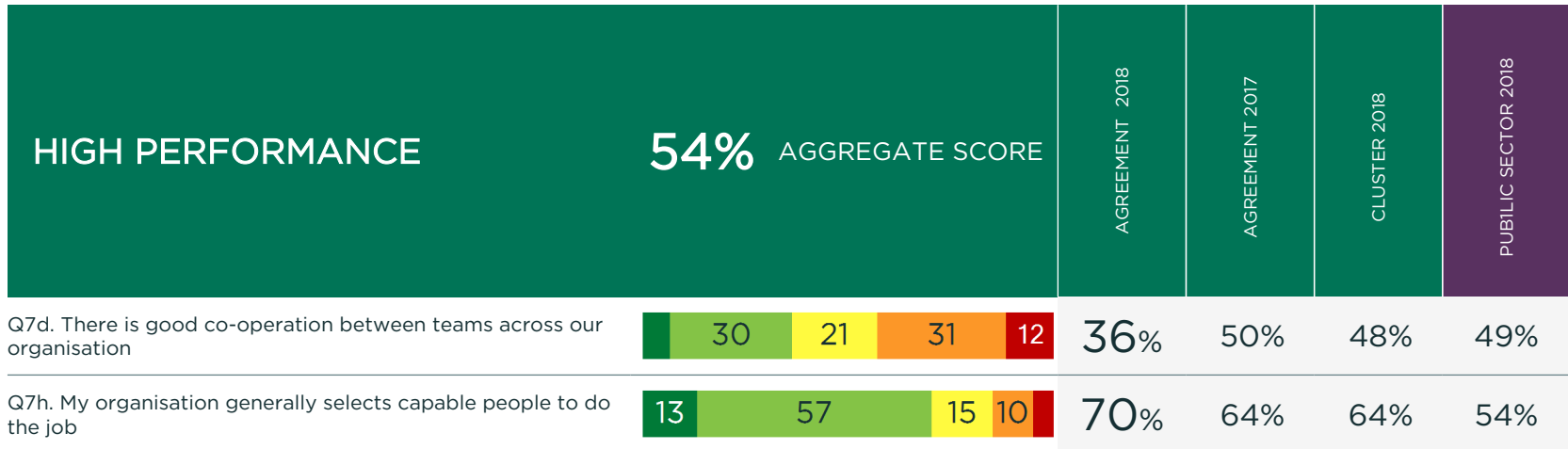




EXPLORE THE FULL RESULTS

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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





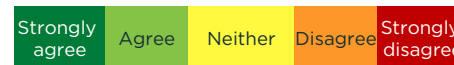
EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES		54% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
Q2a. My workgroup strives to achieve customer/client satisfaction		47	40	8	87%	94%	90%	86%		
Q2e. People in my workgroup treat each other with respect		43	41	11	85%	85%	83%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do		25	40	19	9	7	65%	72%	79%	74%
Q5b. My manager listens to what I have to say		31	40	17	8	4	71%	77%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation		7	29	28	22	15	35%	37%	54%	49%
Q6c. I feel that senior managers model the values of my organisation		7	27	27	20	19	34%	41%	56%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		13	40	26	13	7	53%	58%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		7	26	29	21	17	34%	34%	55%	47%
Q6h. I feel that senior managers listen to employees		7	27	29	21	16	34%	39%	51%	43%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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		54% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		54%	57%	73%	69%					
Q7e. People in my organisation take responsibility for their own actions		45%	49%	53%	49%					

KEY





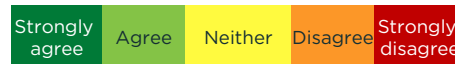
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	59% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	13	42	14	22	9	55%	65%	68%	65%
Q5b. My manager listens to what I have to say	31	40	17			71%	77%	82%	76%
Q5d. My manager encourages and values employee input	28	39	15	10	8	67%	70%	80%	72%
Q6i. Senior managers in my organisation support the career advancement of women	17	38	26	9	9	55%	49%	68%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	50	15	8		73%	72%	81%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	28	52	12			80%	82%	79%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	49	16	14		64%	73%	77%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	8	18	19	29	26	26%	28%	78%	59%
Q8e. My manager supports flexible working in my team	13	27	21	24	15	40%	-	81%	63%

KEY

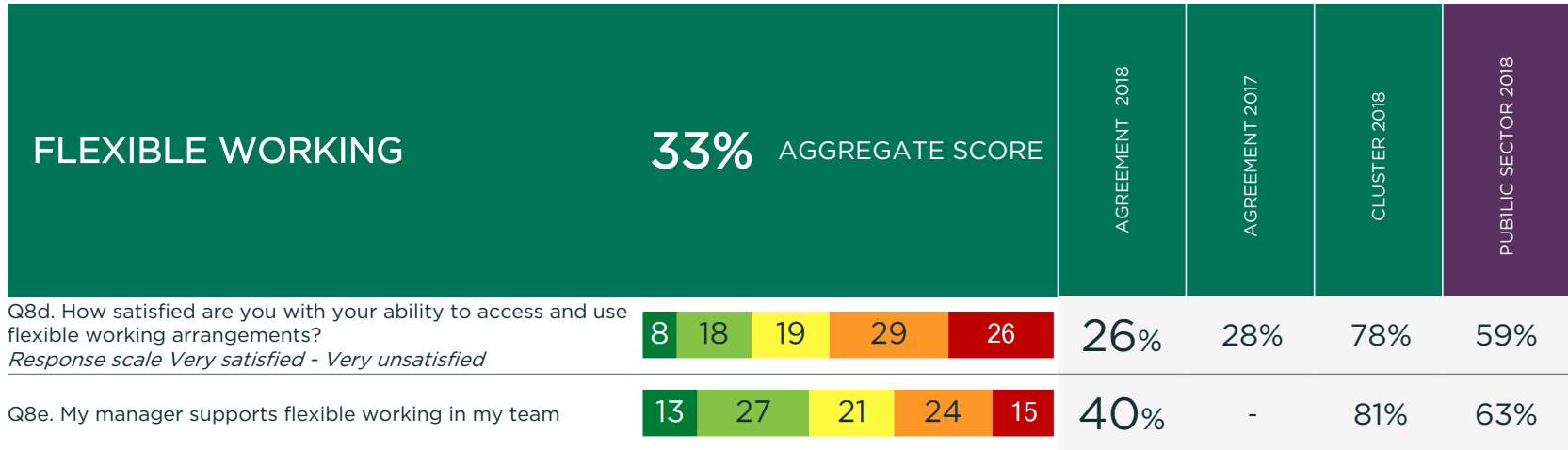




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

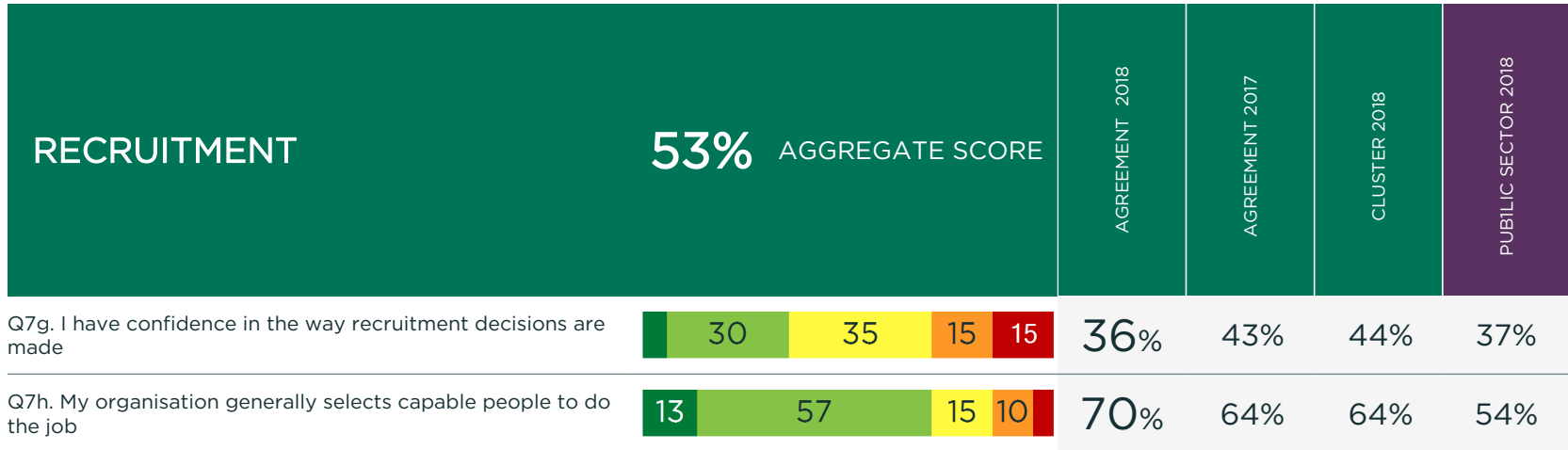




EXPLORE THE FULL RESULTS

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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.



KEY





EXPLORE THE FULL RESULTS

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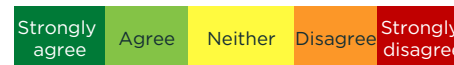
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

42% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	15 40 21 13 11	55%	57%	69%	65%
Q3e. My performance is assessed against clear criteria	9 33 25 21 12	41%	50%	54%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	23 23 26 24	27%	27%	51%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	30 33 20 11	63%	66%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15 26 37 11 11	41%	47%	45%	46%
Q7f. My organisation is committed to developing its employees	21 34 24 19	23%	27%	57%	52%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

	70% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	13	42	14	22	9	55%	65%	68%	65%
Q1f. I am able to keep my work stress at an acceptable level		62	17	9		67%	66%	64%	60%
Q2c. I receive help and support from other members of my workgroup	46	40	8			85%	85%	87%	81%
Q2d. There is good team spirit in my workgroup	37	36	14	7		73%	80%	76%	70%

KEY

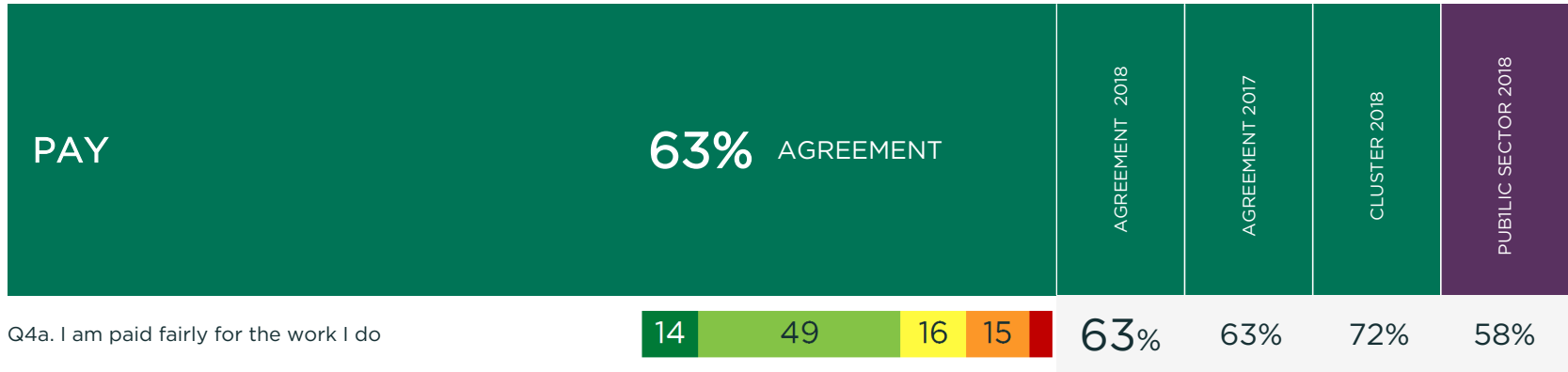




EXPLORE THE FULL RESULTS

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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

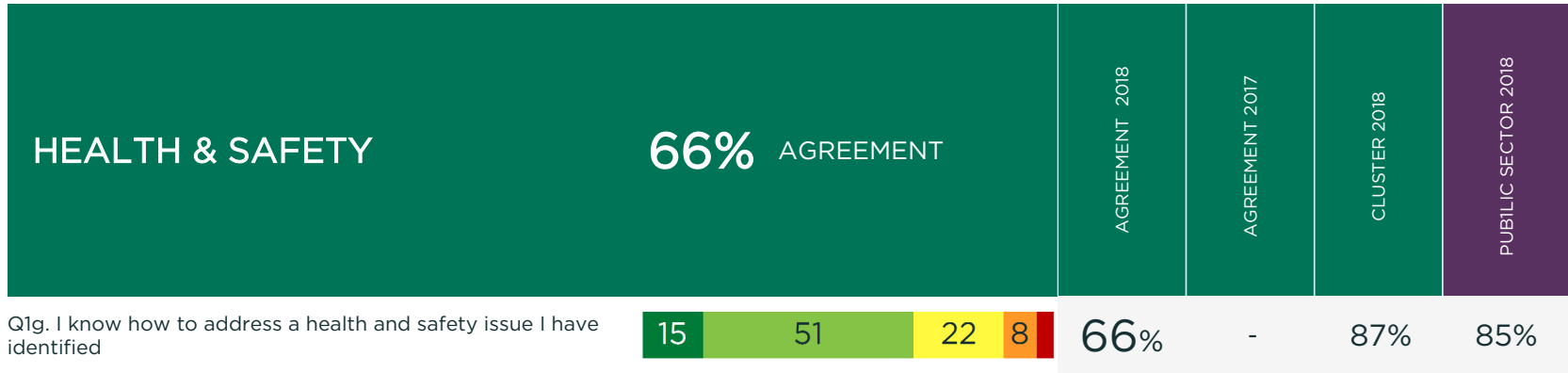




EXPLORE THE FULL RESULTS

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KEY

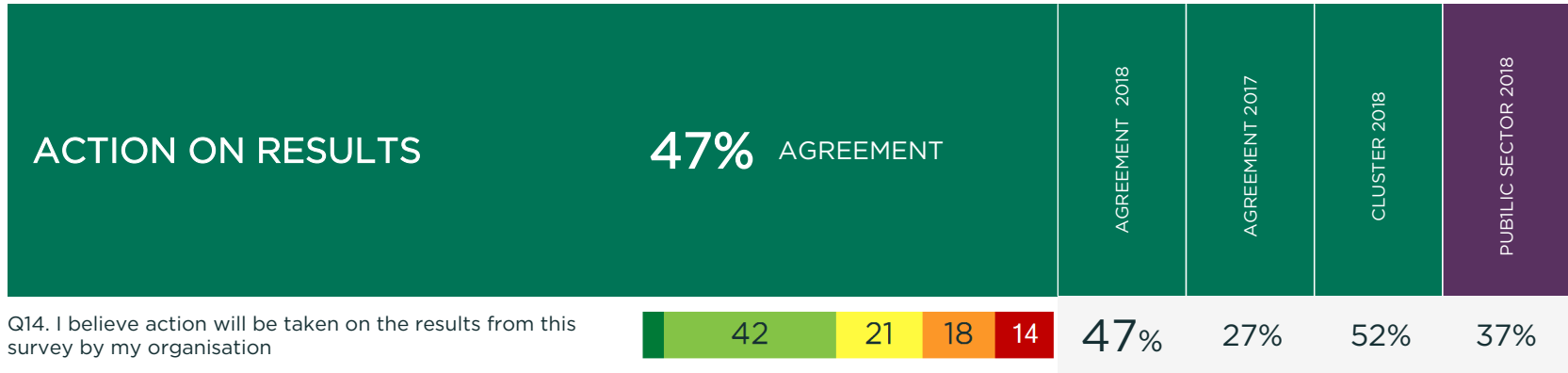




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KEY

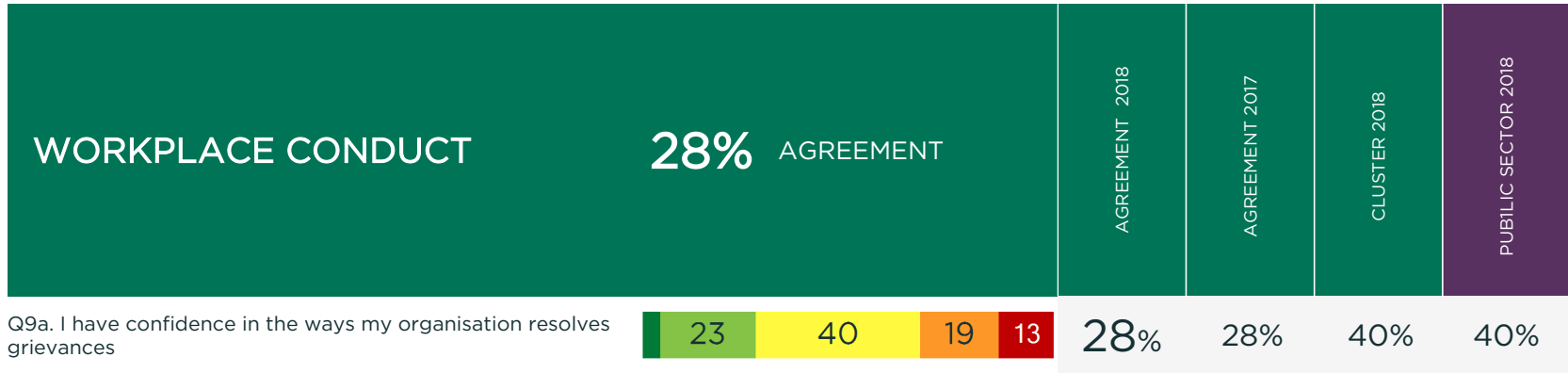




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		49%	59%	78%	71%
No		51%	41%	22%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		61%	66%	81%	76%
No		39%	34%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		43%	41%	61%	58%
No		57%	59%	39%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		43%	42%	41%	41%
No		57%	58%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Lack of promotion opportunities		59%	58%	33%	29%
Lack of visible opportunities		48%	49%	32%	30%
Lack of support for temporary assignments/secondments		28%	16%	14%	15%
Insufficient training and development		23%	22%	13%	16%
Lack of support from my manager/supervisor		22%	18%	10%	14%
There are no major barriers to my career progression		21%	18%	31%	32%
The application/recruitment process is too cumbersome or time consuming		18%	10%	21%	23%
Personal/family considerations		16%	18%	33%	30%
Lack of required capabilities or experience		14%	6%	11%	11%
Other		5%	5%	8%	9%
Geographic location considerations		4%	14%	34%	26%

% are calculated with the number of unique respondents (N = 122 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		19%	15%	17%	24%
No		61%	72%	67%	58%
Don't know		20%	13%	16%	18%

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?







Yes		35%	25%	59%	66%
No		65%	69%	39%	32%
Don't know	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		40%	28%	22%	33%
No		51%	60%	69%	57%
Don't know		9%	12%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		17%	17%	10%	18%
No		83%	77%	83%	76%
Don't know		1%	6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. 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	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A senior manager	45%	60%	17%	21%
Your Immediate Manager/Supervisor	35%	10%	25%	23%
Prefer not to say	10%	15%	18%	14%
A fellow worker at your level	5%	5%	25%	27%
A member of the public other than a client or customer	5%	-	0%	1%
A subordinate	(r)			
A client or customer	(r)			
Other	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	2%	-	1%	3%
No	96%	-	98%	94%
Don't know	3%	-	2%	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



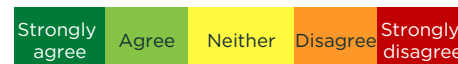
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

INDUSTRY CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q2. I am regularly consulted on matters affecting safety in my workforce	8	39	27	20		47%	40%	70%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	11	35	27	17	10	46%	49%	67%
Q4. The rationale for change initiatives is communicated well		29	32	23	13	33%	26%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

INDUSTRY		2018	CLUSTER 2018
CUSTOMISED QUESTIONS			
Q1. I am aware of our safety and wellbeing strategy			
Yes		54%	87%
No		46%	13%
Q5. This survey asks questions about "Senior Managers". Which of the below categories of Manager is closest to those you were thinking about when you answered these questions?(select all			
Secretary and direct reports, (Deputy Secretary, Director General, Agency CEO)		22%	6%
Executive Director, Deputy Director General and equivalent		8%	15%
Director, General Manager, Group Director and equivalent		55%	33%
The managers above my manager		15%	45%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		15%
Female		80%
Other		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		3%
25 -29		12%
30 - 34		25%
35 - 39		25%
40 - 44		14%
45 - 49		10%
50 - 54		4%
55 - 59		6%
60 - 64		1%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

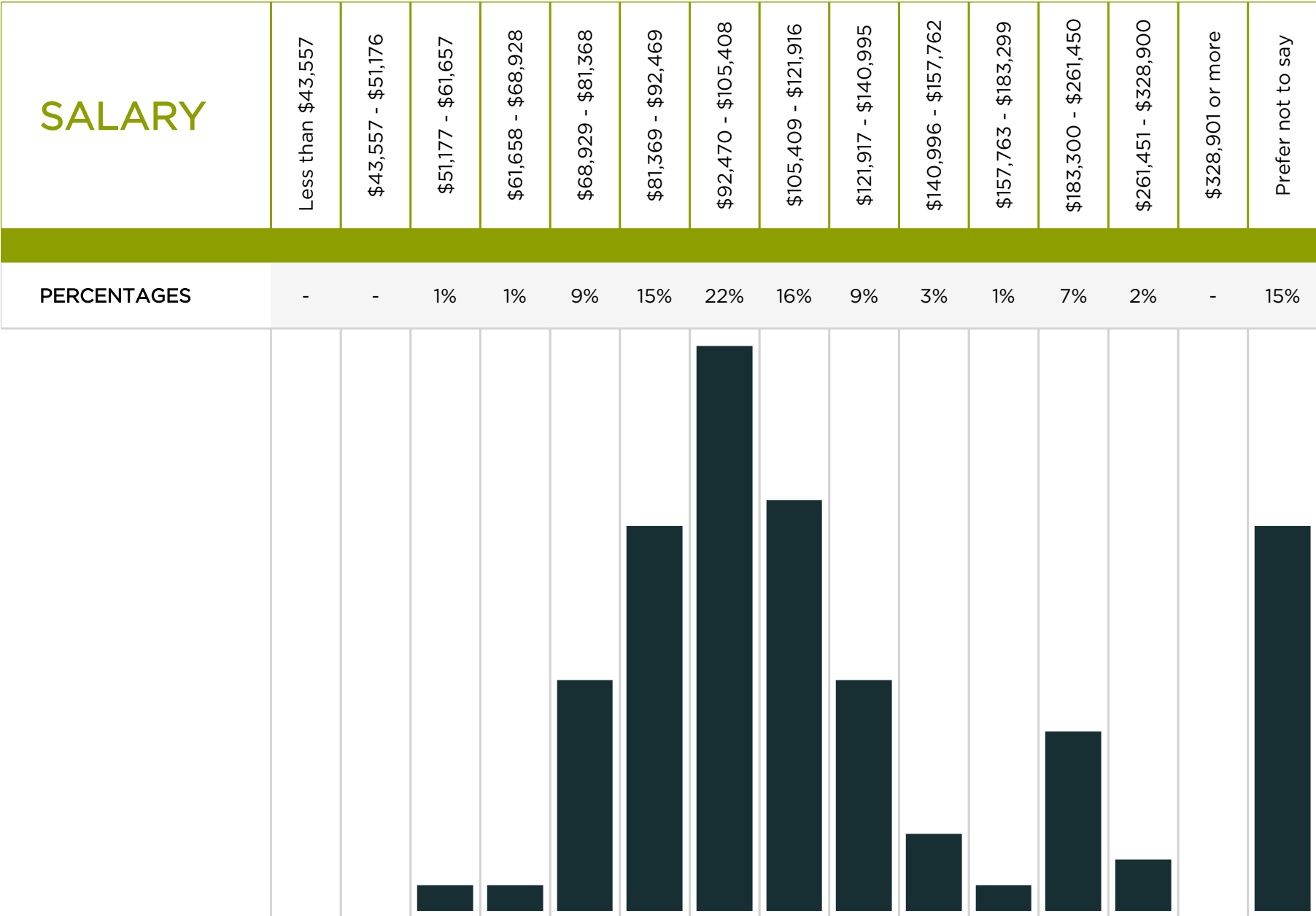
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	4%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	3%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	-
Research	13%
Program and project management support	20%
Legal (including developing and/or reviewing legislation)	1%
Other	43%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		18%
1 - 2 years		14%
2 - 5 years		36%
5 - 10 years		23%
10 - 20 years		7%
More than 20 years		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
None of the above	66%
Flexible start and finish times	17%
Leave without pay	16%
Part-time work	9%
Working additional hours to make up for time off	5%
Working from home	5%
Purchasing annual leave	4%

% are calculated with the number of unique respondents (N = 111 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Working more hours over fewer days		2%
Working from different locations		2%
Other		1%

% are calculated with the number of unique respondents (N = 111 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing)	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	124	5	5	4	13	0	15	24	1	51
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	29%
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	52%
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	56%

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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	124	0	0	1	1	10	17	26	19	11	3	1	8	2
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	124	0	18
EMPLOYEE ENGAGEMENT	56%	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)
COMMUNICATION	53%	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)
DIVERSITY & INCLUSION	59%	(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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	124	21	16	41	26	8	2
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	57%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	73%	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	31%	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	55%	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	58%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	55%	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	64%	(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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	124	19	2	5	0	10	0	2	5	4	18	0	1	73
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	28%
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%

*multiple types may be chosen.

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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	124	111	111	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	56%	56%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	34%	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	54%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	55%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	55%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	61%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
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AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	124	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains
NUMBER OF RESPONDENTS	124	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination 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	124	0	3	13	27	28	15	11	4	7	1	1
EMPLOYEE ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	34%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	59%	(r)	(r)	(r)	(r)	(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

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Destination NSW	Male	Female	Other
NUMBER OF RESPONDENTS	124	17	94	6
EMPLOYEE ENGAGEMENT	56%	(r)	56%	(r)
ENGAGEMENT WITH WORK	64%	(r)	65%	(r)
SENIOR MANAGERS	34%	(r)	33%	(r)
COMMUNICATION	53%	(r)	53%	(r)
HIGH PERFORMANCE	54%	(r)	54%	(r)
PUBLIC SECTOR VALUES	54%	(r)	54%	(r)
DIVERSITY & INCLUSION	59%	(r)	59%	(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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

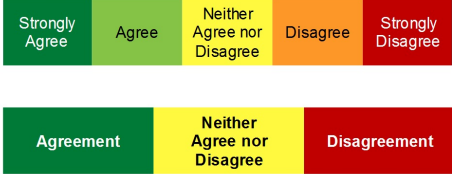
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams 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.