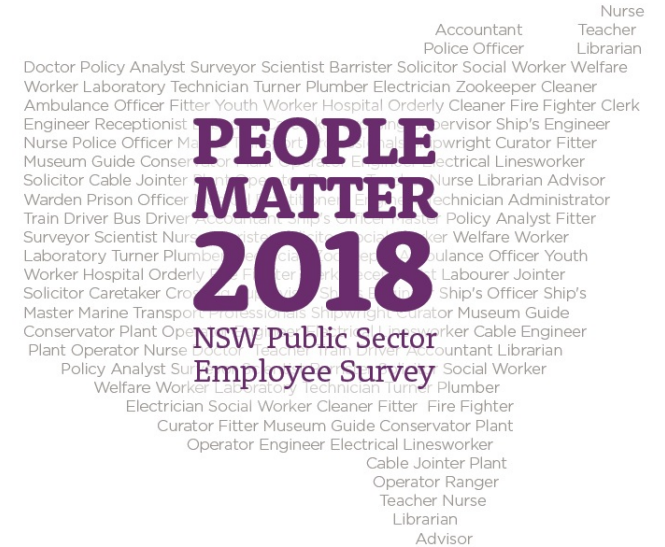

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Planning and Environment

Greater Sydney Commission

RESPONSE RATE

>100%

57 OF 40 RESPONDENTS

EMPLOYEE ENGAGEMENT

75%

DIFFERENCE FROM 2017 0

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +10

ENGAGEMENT WITH WORK

77%

DIFFERENCE FROM 2017 +1

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +5

SENIOR MANAGERS

69%

DIFFERENCE FROM 2017 -4

DIFFERENCE FROM CLUSTER +19

DIFFERENCE FROM PUBLIC SECTOR +20

COMMUNICATION

69%

DIFFERENCE FROM 2017 -7

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +7

HIGH PERFORMANCE

78%

DIFFERENCE FROM 2017 +3

DIFFERENCE FROM CLUSTER +12

DIFFERENCE FROM PUBLIC SECTOR +14

PUBLIC SECTOR VALUES

75%

DIFFERENCE FROM 2017 -3

DIFFERENCE FROM CLUSTER +10

DIFFERENCE FROM PUBLIC SECTOR +13

DIVERSITY & INCLUSION

81%

DIFFERENCE FROM CLUSTER +6

DIFFERENCE FROM PUBLIC SECTOR +13

FLEXIBLE WORKING SATISFACTION

74%

DIFFERENCE FROM 2017 +2

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +15

ACTION ON RESULTS

67%

DIFFERENCE FROM 2017 +20

DIFFERENCE FROM CLUSTER +20

DIFFERENCE FROM PUBLIC SECTOR +30



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

8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	93%	88%
1g.	I know how to address a health and safety issue I have identified	91%	-
2a.	My workgroup strives to achieve customer/client satisfaction	91%	91%
2e.	People in my workgroup treat each other with respect	91%	93%
6i.	Senior managers in my organisation support the career advancement of women	91%	83%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	91%	83%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	91%	88%
2c.	I receive help and support from other members of my workgroup	89%	91%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	89%	86%
2b.	My workgroup works collaboratively to achieve its objectives	88%	85%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

3e.	My performance is assessed against clear criteria	46%	27%
9a.	I have confidence in the ways my organisation resolves grievances	48%	47%
3g.	I am satisfied with the opportunities available for career development in my organisation	51%	47%
5h.	My manager appropriately deals with employees who perform poorly	52%	57%
7g.	I have confidence in the way recruitment decisions are made	53%	47%
6c.	I feel that senior managers model the values of my organisation	54%	61%
6g.	I feel that senior managers keep employees informed about what's going on	55%	73%
7d.	There is good co-operation between teams across our organisation	59%	65%
1b.	I am provided with the support I need to do my best at work	60%	64%
6h.	I feel that senior managers listen to employees	61%	70%



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

3f.	I have received appropriate training and development to do my job well	63%	41%
14.	I believe action will be taken on the results from this survey by my organisation	67%	47%
3e.	My performance is assessed against clear criteria	46%	27%
7e.	People in my organisation take responsibility for their own actions	76%	65%
1a.	I understand what is expected of me to do well in my role	82%	72%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	91%	83%
6i.	Senior managers in my organisation support the career advancement of women	91%	83%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	65%	58%
7g.	I have confidence in the way recruitment decisions are made	53%	47%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	93%	88%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6g.	I feel that senior managers keep employees informed about what's going on	55%	73%
6h.	I feel that senior managers listen to employees	61%	70%
5b.	My manager listens to what I have to say	80%	88%
6c.	I feel that senior managers model the values of my organisation	54%	61%
7j.	I am proud to tell others I work for my organisation	79%	86%
5e.	My manager involves my workgroup in decisions about our work	64%	72%
6a.	I believe senior managers provide clear direction for the future of the organisation	64%	72%
7i.	I would recommend my organisation as a great place to work	64%	71%
8c.	I am able to speak up and share a different view to my colleagues and manager	80%	86%
7h.	My organisation generally selects capable people to do the job	82%	88%



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

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6c. I feel that senior managers model the values of my organisation



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



Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6c. I feel that senior managers model the values of my organisation



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



Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



Q6c. I feel that senior managers model the values of my organisation



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



Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams



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.

67%

of employees replied favourably to:

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

37%

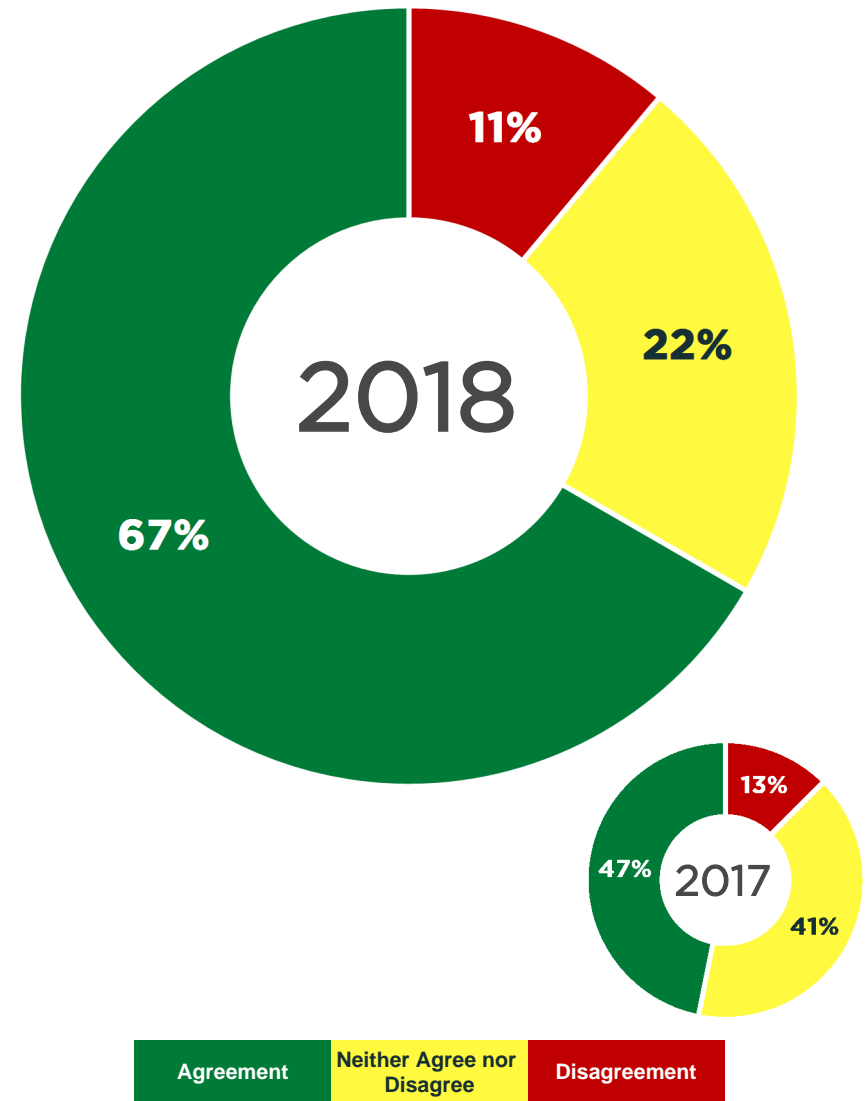
SECTOR

47%

CLUSTER

47%

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	Q7e. People in my organisation take responsibility for their own actions	76%	65%	52%	49%
2	Q7a. My organisation focuses on improving the work we do	87%	83%	68%	69%
3	Q7d. There is good co-operation between teams across our organisation	59%	65%	48%	49%
4	Q3g. I am satisfied with the opportunities available for career development in my organisation	51%	47%	47%	50%
5	Q6h. I feel that senior managers listen to employees	61%	70%	46%	43%
6	Q7h. My organisation generally selects capable people to do the job	82%	88%	63%	54%



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	75% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	36	29	23	9	64%	71%	66%	61%
Q7j. I am proud to tell others I work for my organisation	43	36	14		79%	86%	75%	69%
Q7k. I feel a strong personal attachment to my organisation	41	32	14	9	73%	69%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	38	36	16	11	73%	75%	59%	55%
Q7m. My organisation inspires me to do the best in my job	41	30	18	11	71%	71%	59%	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	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	40	35	9	16	75%	79%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	53	30	7	9	82%	79%	76%	72%
Q1e. I am satisfied with my job	33	40	12	7	74%	72%	71%	69%

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.

SENIOR MANAGERS	69% 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	32	32	16	13	7	64%	72%	50%	49%
Q6b. I feel that senior managers effectively lead and manage change	25	39	18	9	9	64%	66%	44%	46%
Q6c. I feel that senior managers model the values of my organisation	27	27	30	11		54%	61%	51%	50%
Q6d. Senior managers encourage innovation by employees	34	45	13			79%	79%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	50	39	7			89%	86%	55%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	43	48				91%	83%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	25	30	13	23	9	55%	73%	50%	47%
Q6h. I feel that senior managers listen to employees	21	39	21	11	7	61%	70%	46%	43%
Q7c. I feel that change is managed well in my organisation	29	33	16	15	7	62%	62%	32%	40%

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.

COMMUNICATION	69% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	34	38	11	16	71%	72%	75%	72%	
Q5d. My manager encourages and values employee input	42	38	7	13	80%	85%	79%	72%	
Q5e. My manager involves my workgroup in decisions about our work	36	29	21	13	64%	72%	72%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	25	30	13	23	9	55%	73%	50%	47%
Q6h. I feel that senior managers listen to employees	21	39	21	11	7	61%	70%	46%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	52	11			80%	86%	75%	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.

	78% 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	32	51	7	11	82%	72%	86%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	58	30			88%	85%	84%	79%
Q3f. I have received appropriate training and development to do my job well	21	42	23	11	63%	41%	63%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	39	16		77%	81%	78%	74%
Q5f. I have confidence in the decisions my manager makes	45	32	11	7	77%	79%	74%	68%
Q6d. Senior managers encourage innovation by employees	34	45	13		79%	79%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	50	39	7		89%	86%	55%	52%
Q7a. My organisation focuses on improving the work we do	42	45	9		87%	83%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	37	39	19		76%	74%	54%	57%

KEY

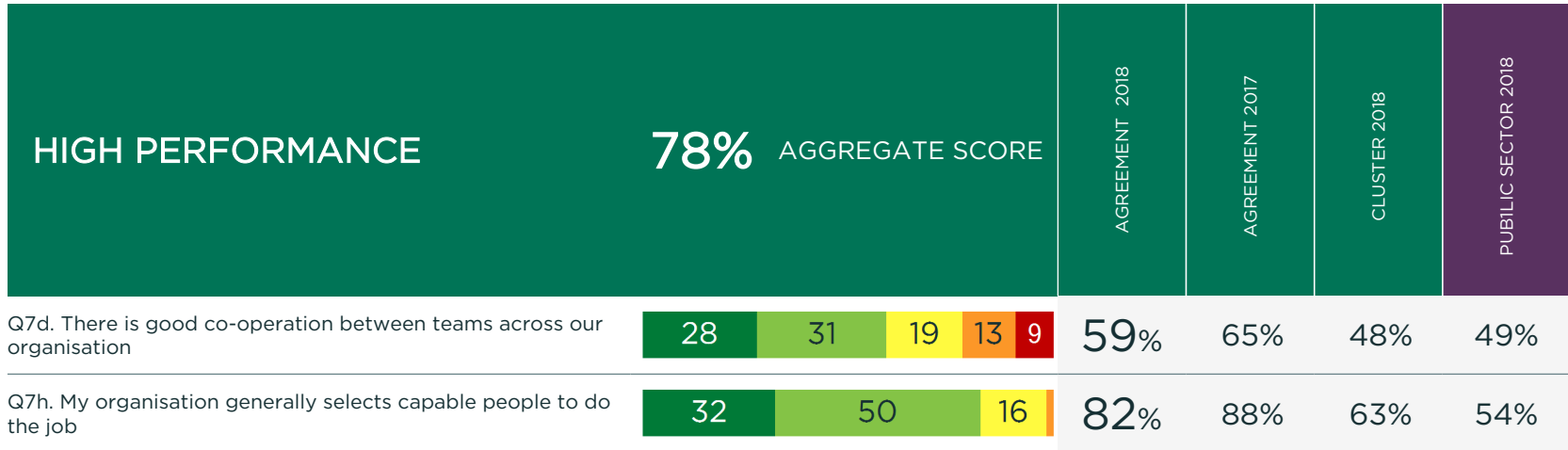




EXPLORE THE FULL RESULTS

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.

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	75% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
	Q2a. My workgroup strives to achieve customer/client satisfaction	58	33 7	91%	91%	90%
Q2e. People in my workgroup treat each other with respect	60	32 7	91%	93%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	39 16	77%	81%	78%	74%
Q5b. My manager listens to what I have to say	41	39 9 11	80%	88%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	32	32 16 13 7	64%	72%	50%	49%
Q6c. I feel that senior managers model the values of my organisation	27	27 30 11	54%	61%	51%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	43	48	91%	83%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	25	30 13 23 9	55%	73%	50%	47%
Q6h. I feel that senior managers listen to employees	21	39 21 11 7	61%	70%	46%	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		75% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q7a. My organisation focuses on improving the work we do		42	45	9	87%	83%	68%	69%	
Q7e. People in my organisation take responsibility for their own actions		27	49	13	9	76%	65%	52%	49%

KEY





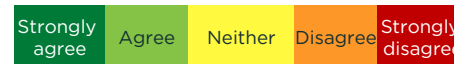
EXPLORE THE FULL RESULTS

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	81% 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	26	33	18	18	60%	64%	66%	65%
Q5b. My manager listens to what I have to say	41	39	9	11	80%	88%	82%	76%
Q5d. My manager encourages and values employee input	42	38	7	13	80%	85%	79%	72%
Q6i. Senior managers in my organisation support the career advancement of women	66	25	7		91%	83%	67%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	36	55	9		91%	88%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	45	48			93%	88%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	52	11		80%	86%	75%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	39	19	7	74%	72%	73%	59%
Q8e. My manager supports flexible working in my team	41	39	13		80%	-	77%	63%

KEY

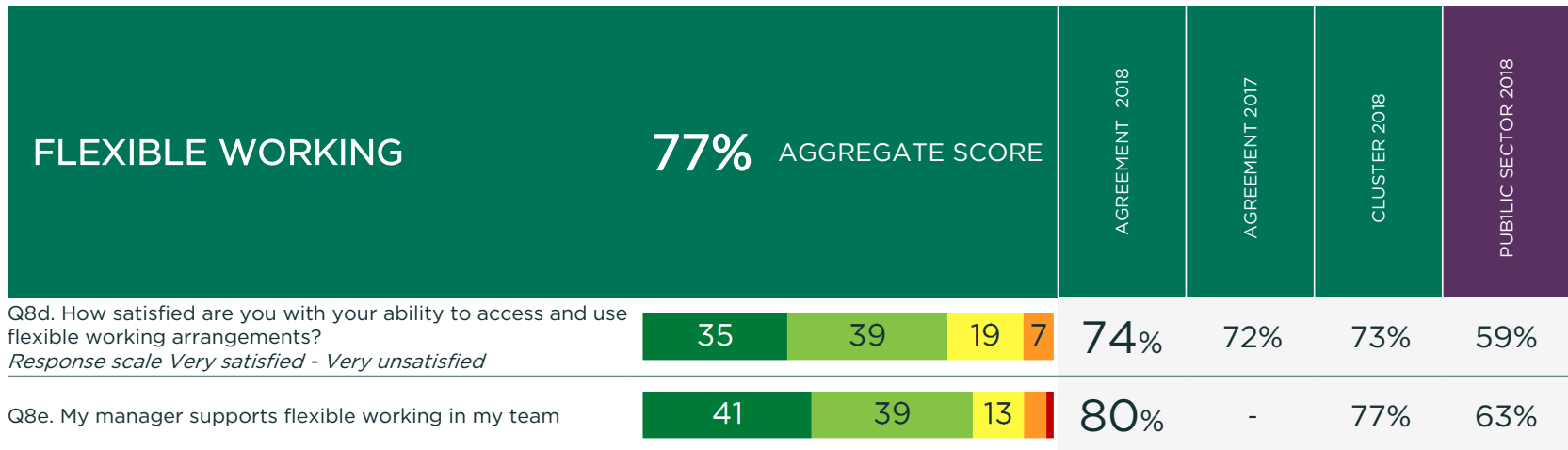




EXPLORE THE FULL RESULTS

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

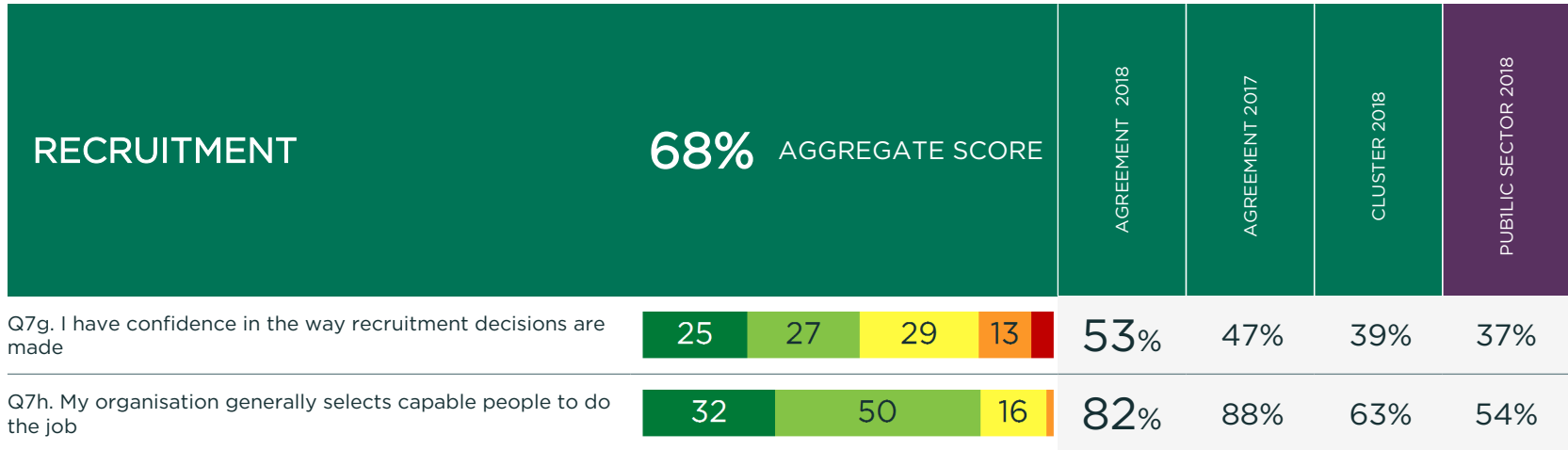




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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.

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	59% 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	23	42	14	19	65%	58%	67%	65%
Q3e. My performance is assessed against clear criteria	18	28	21	28	46%	27%	52%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	18	33	28	11	51%	47%	47%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	45	36	14		80%	82%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly	27	25	32	9	52%	57%	46%	46%
Q7f. My organisation is committed to developing its employees	27	35	25	9	62%	63%	52%	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.

WORKPLACE SUPPORT	77% 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	26	33	18	18	60%	64%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	23	49	18	9	72%	73%	64%	60%
Q2c. I receive help and support from other members of my workgroup	58	32			89%	91%	86%	81%
Q2d. There is good team spirit in my workgroup	60	26	9		86%	87%	75%	70%

KEY

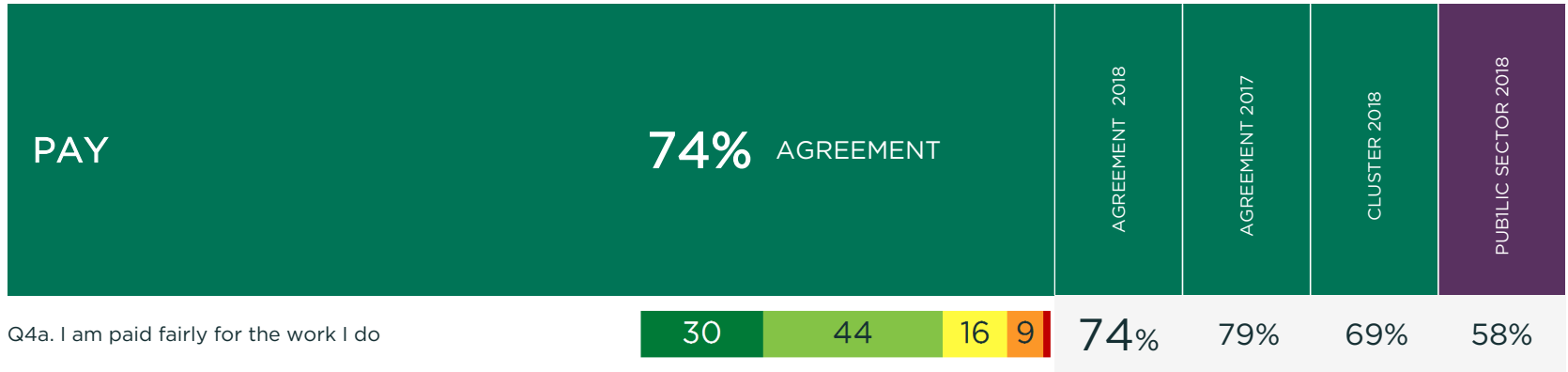




EXPLORE THE FULL RESULTS

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

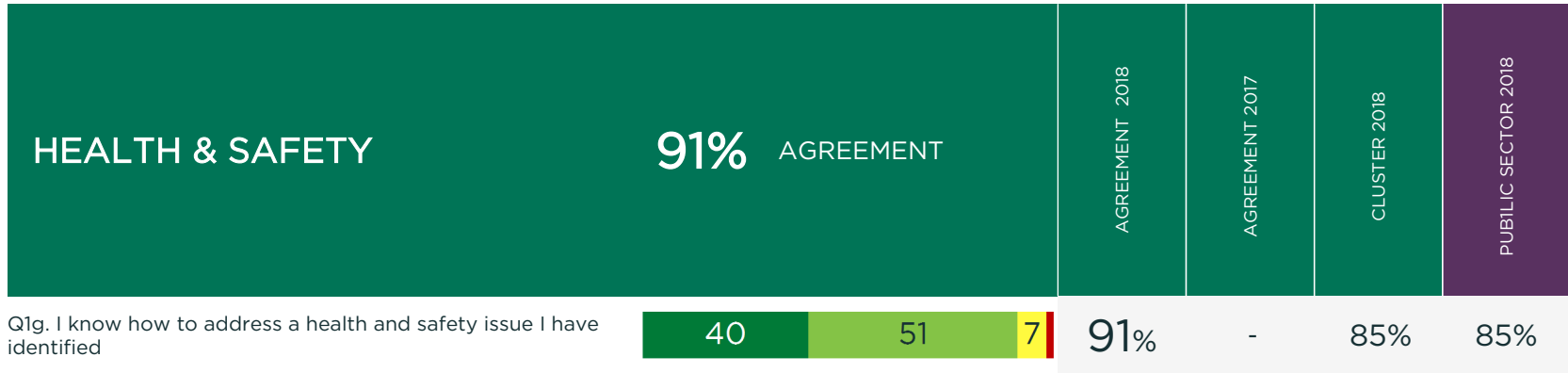




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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.

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

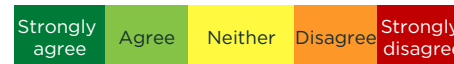
ACTION ON RESULTS

67% AGREEMENT

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



KEY

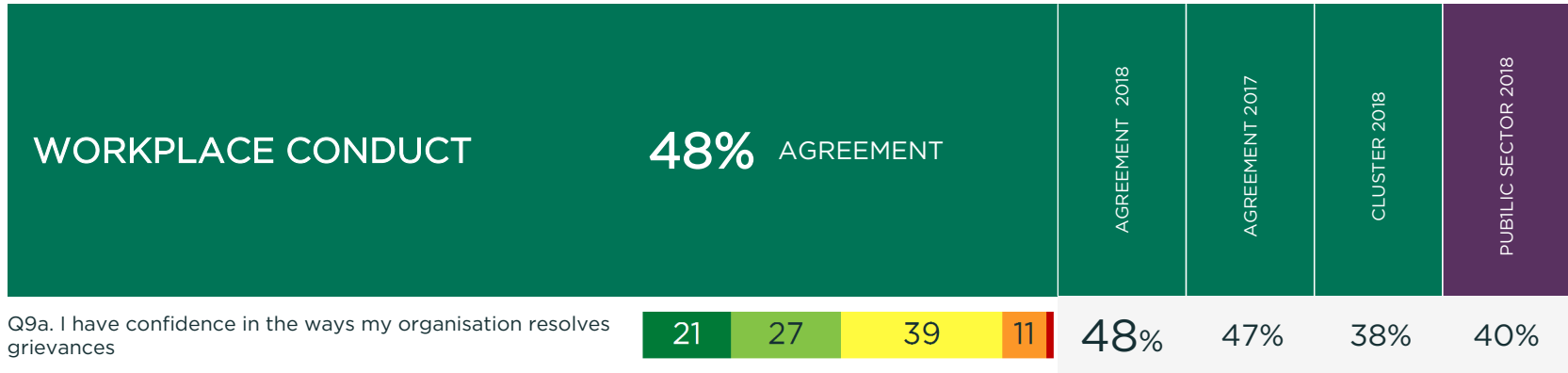




EXPLORE THE FULL RESULTS

Questions are grouped by 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		67%	15%	65%	71%
No		33%	85%	35%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		77%	58%	79%	76%
No		23%	42%	21%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		51%	39%	58%	58%
No		49%	61%	42%	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		42%	34%	40%	41%
No		58%	66%	60%	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
There are no major barriers to my career progression		43%	45%	29%	32%
Lack of promotion opportunities		32%	23%	35%	29%
Personal/family considerations		25%	15%	29%	30%
Lack of visible opportunities		23%	18%	36%	30%
Geographic location considerations		14%	11%	29%	26%
The application/recruitment process is too cumbersome or time consuming		11%	11%	24%	23%
Lack of support for temporary assignments/secondments		9%	5%	15%	15%
Lack of support from my manager/supervisor		7%	3%	12%	14%
Lack of required capabilities or experience		7%	13%	12%	11%
Other		7%	13%	9%	9%
Insufficient training and development		4%	6%	14%	16%

% are calculated with the number of unique respondents (N = 56 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					
Yes		4%	6%	19%	24%
No		79%	83%	65%	58%
Don't know		18%	11%	16%	18%
Q10b. If yes to 10a, 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 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		23%	17%	26%	33%
No		75%	75%	65%	57%
Don't know		2%	8%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		4%	6%	12%	18%
No		88%	91%	82%	76%
Don't know		9%	3%	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

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)



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

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	0%	-	1%	3%
No	100%	-	98%	94%
Don't know	0%	-	1%	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)



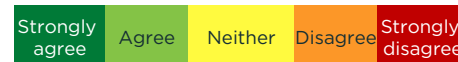
EXPLORE THE FULL RESULTS

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.

PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. My organisation listens to its customers and stakeholders		89%	87%	74%
Q2. I have a clear understanding of the vision of my organisation		84%	78%	68%
Q3. I am aware how my role contributes to the vision of my organisation		85%	84%	75%
Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager		67%	70%	63%
Q5. My team is equipped with the right tools to provide good customer service		80%	69%	63%
Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams		60%	56%	54%
Q7. I have access to the information I need to do my job well		75%	-	71%
Q8. I feel informed about changes in my organisation		53%	-	52%
Q9. The people I work with have safe work practices		91%	-	88%
Q10. My manager promotes safe work practices in my workplace		85%	-	86%

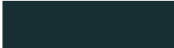

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		40%
Female		60%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		6%
25 -29		8%
30 - 34		9%
35 - 39		17%
40 - 44		26%
45 - 49		8%
50 - 54		13%
55 - 59		13%
60 - 64		-
65+		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

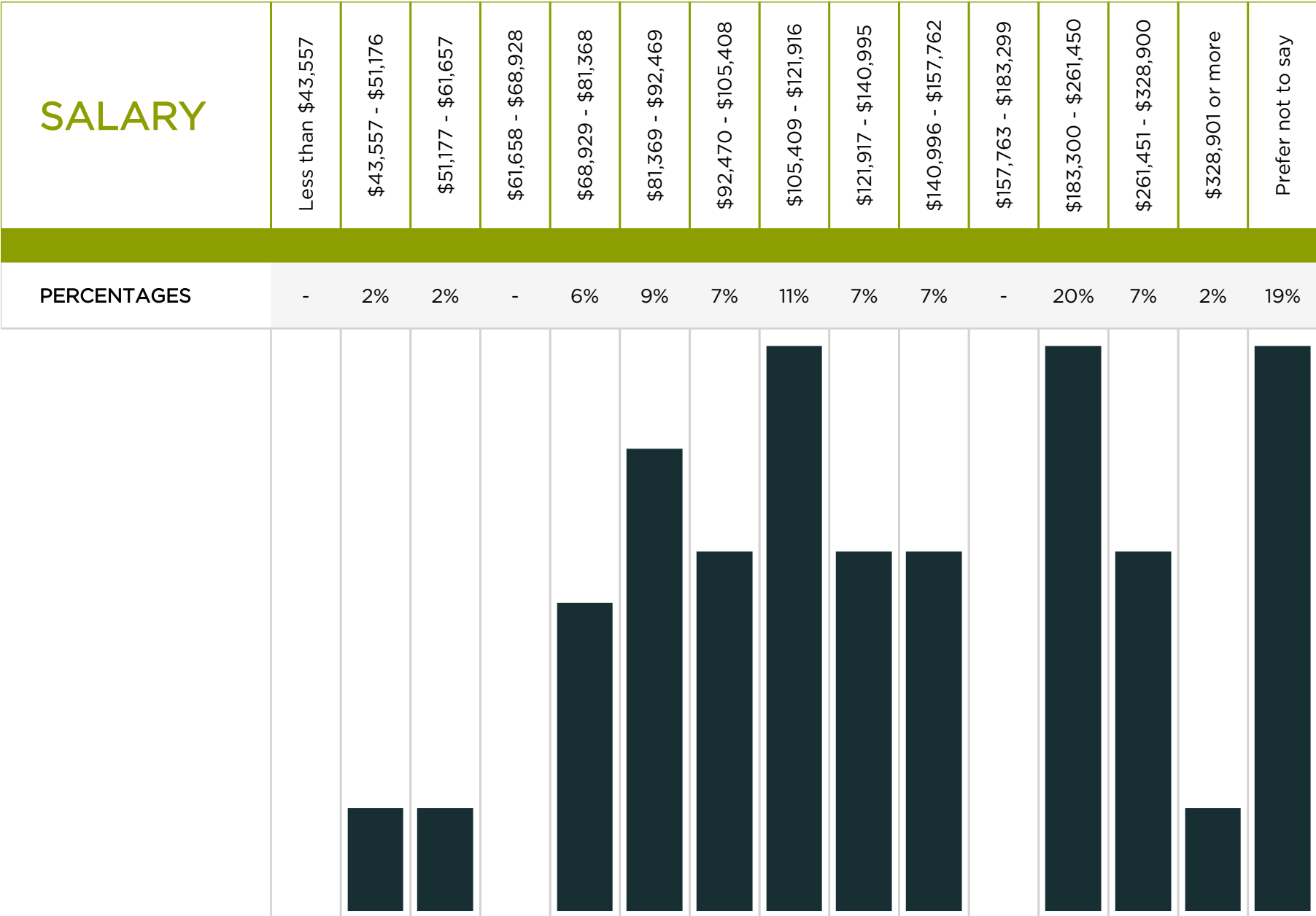
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		5%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		-
Administrative support (e.g. executive/personal assistant, receptionist)		18%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		22%
Policy		20%
Research		2%
Program and project management support		16%
Legal (including developing and/or reviewing legislation)		2%
Other		15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		31%
1 - 2 years		56%
2 - 5 years		9%
5 - 10 years		2%
10 - 20 years		2%
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working from home		49%
Working from different locations		26%
Working additional hours to make up for time off		21%
Working more hours over fewer days		17%
None of the above		13%
Part-time work		6%
Leave without pay		6%

% are calculated with the number of unique respondents (N = 53 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Study leave		4%
Other		2%

% are calculated with the number of unique respondents (N = 53 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.

	Greater Sydney Commission	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	57	3	0	10	12	11	1	9	1	8
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.

	Greater Sydney Commission	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	57	0	1	1	0	3	5	4	6	4	4	0	11	4
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.

	Greater Sydney Commission	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	57	1	10
EMPLOYEE ENGAGEMENT	75%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)
COMMUNICATION	69%	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.

	Greater Sydney Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	57	17	30	5	1	1	0
EMPLOYEE ENGAGEMENT	75%	(r)	80%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	79%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	70%	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	73%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	83%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	78%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	83%	(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

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.

	Greater Sydney Commission	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	57	40	9	11	0	3	0	14	26	0	3	2	1	7
EMPLOYEE ENGAGEMENT	75%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*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.

	Greater Sydney Commission	Sydney West	Sydney - Parramatta	Sydney East	Sydney - North Sydney and Hornsby	Capital Region	Central Coast	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	57	53	53	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	75%	75%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	77%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	70%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	69%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	79%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	76%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	82%	82%	(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.

	Greater Sydney Commission	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	57	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.

	Greater Sydney Commission	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West
NUMBER OF RESPONDENTS	57	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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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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.

	Greater Sydney Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	57	0	3	4	5	9	14	4	7	7	0	0
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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.

	Greater Sydney Commission	Male	Female	Other
NUMBER OF RESPONDENTS	57	22	33	0
EMPLOYEE ENGAGEMENT	75%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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

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

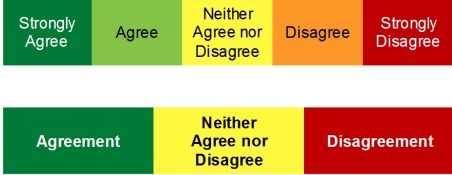
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.