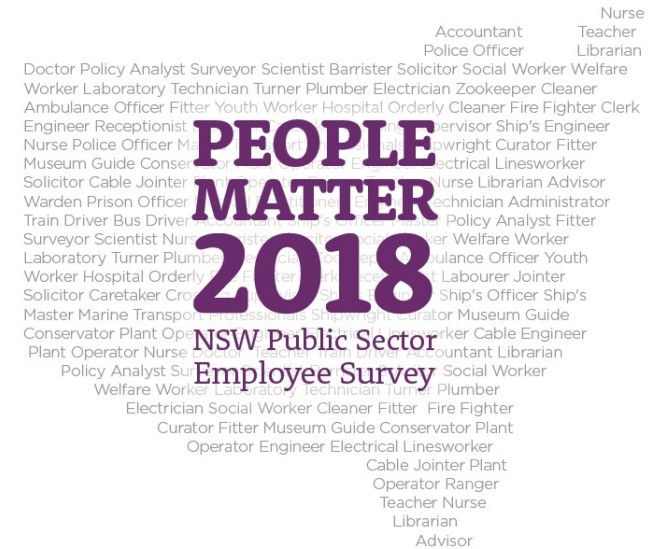


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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## AGENCY REPORT

Planning and Environment

Sydney Opera House

## RESPONSE RATE

**69%**

436 OF 636 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**78%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +10  
DIFFERENCE FROM PUBLIC SECTOR +13

## ENGAGEMENT WITH WORK

**82%**

DIFFERENCE FROM 2017 +4  
DIFFERENCE FROM CLUSTER +7  
DIFFERENCE FROM PUBLIC SECTOR +10

## SENIOR MANAGERS

**57%**

DIFFERENCE FROM 2017 +6  
DIFFERENCE FROM CLUSTER +7  
DIFFERENCE FROM PUBLIC SECTOR +8

## COMMUNICATION

**70%**

DIFFERENCE FROM 2017 +7  
DIFFERENCE FROM CLUSTER +4  
DIFFERENCE FROM PUBLIC SECTOR +8

## HIGH PERFORMANCE

**73%**

DIFFERENCE FROM 2017 +7  
DIFFERENCE FROM CLUSTER +7  
DIFFERENCE FROM PUBLIC SECTOR +9

## PUBLIC SECTOR VALUES

**70%**

DIFFERENCE FROM 2017 +6  
DIFFERENCE FROM CLUSTER +5  
DIFFERENCE FROM PUBLIC SECTOR +9

## DIVERSITY & INCLUSION

**78%**

DIFFERENCE FROM CLUSTER +3  
DIFFERENCE FROM PUBLIC SECTOR +10

## FLEXIBLE WORKING SATISFACTION

**68%**

DIFFERENCE FROM 2017 +6  
DIFFERENCE FROM CLUSTER -5  
DIFFERENCE FROM PUBLIC SECTOR +10

## ACTION ON RESULTS

**45%**

DIFFERENCE FROM 2017 +6  
DIFFERENCE FROM CLUSTER -2  
DIFFERENCE FROM PUBLIC SECTOR +8



## 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

1a.	I understand what is expected of me to do well in my role	93%	93%
2a.	My workgroup strives to achieve customer/client satisfaction	93%	92%
7j.	I am proud to tell others I work for my organisation	92%	87%
1g.	I know how to address a health and safety issue I have identified	90%	-
2c.	I receive help and support from other members of my workgroup	90%	84%
2e.	People in my workgroup treat each other with respect	85%	76%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	78%
2b.	My workgroup works collaboratively to achieve its objectives	84%	80%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	79%
5b.	My manager listens to what I have to say	84%	80%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	45%	38%
7c.	I feel that change is managed well in my organisation	45%	39%
9a.	I have confidence in the ways my organisation resolves grievances	45%	42%
7g.	I have confidence in the way recruitment decisions are made	48%	41%
3g.	I am satisfied with the opportunities available for career development in my organisation	50%	40%
6h.	I feel that senior managers listen to employees	50%	41%
6b.	I feel that senior managers effectively lead and manage change	52%	47%
7e.	People in my organisation take responsibility for their own actions	52%	46%
5h.	My manager appropriately deals with employees who perform poorly	55%	44%
7d.	There is good co-operation between teams across our organisation	56%	46%



### 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

3e.	My performance is assessed against clear criteria	64%	48%
7a.	My organisation focuses on improving the work we do	79%	67%
5h.	My manager appropriately deals with employees who perform poorly	55%	44%
5g.	My manager provides acknowledgement or other recognition for the work I do	79%	69%
6d.	Senior managers encourage innovation by employees	60%	49%
5f.	I have confidence in the decisions my manager makes	79%	69%
7d.	There is good co-operation between teams across our organisation	56%	46%
7f.	My organisation is committed to developing its employees	60%	51%
3g.	I am satisfied with the opportunities available for career development in my organisation	50%	40%
6h.	I feel that senior managers listen to employees	50%	41%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

4a.	I am paid fairly for the work I do	59%	60%
1a.	I understand what is expected of me to do well in my role	93%	93%



### 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



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



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



**Q6h.** I feel that senior managers listen to employees



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



**Q6h.** I feel that senior managers listen to employees



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



**Q6h.** I feel that senior managers listen to employees



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



## 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.

# 45%

of employees replied favourably to:

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

## 37%

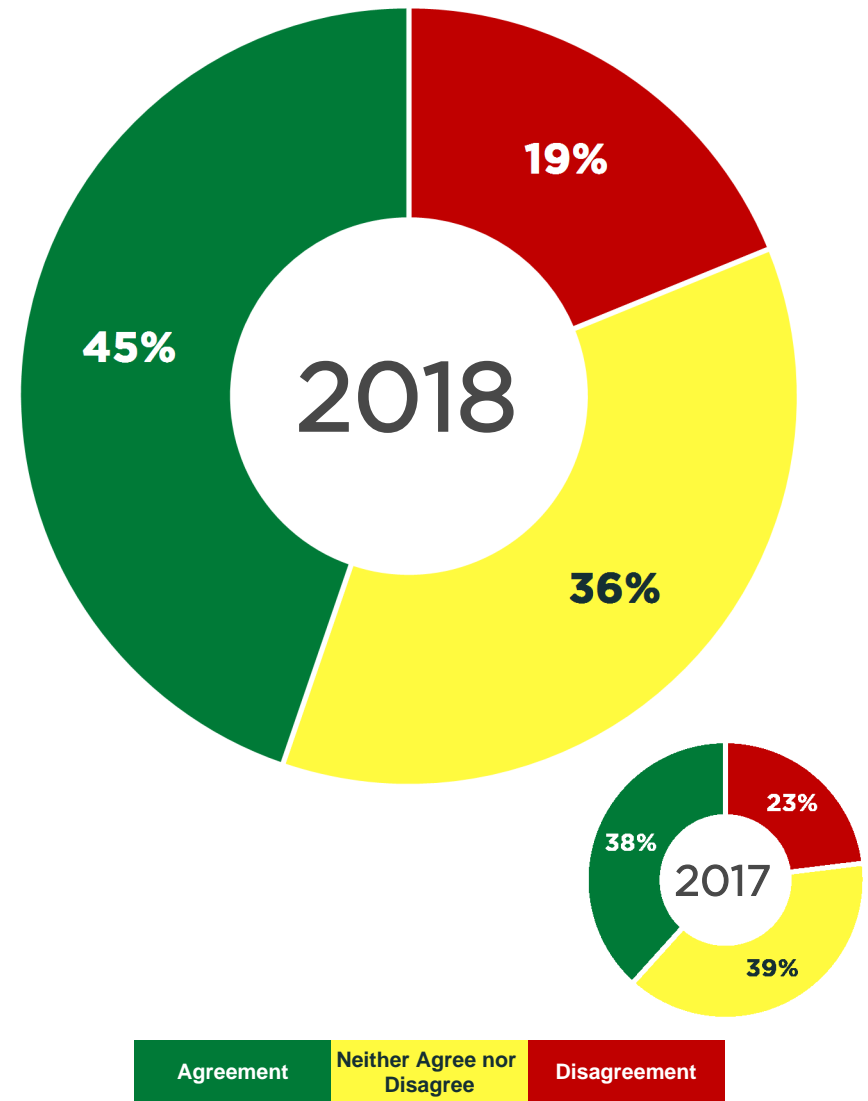
SECTOR

## 47%

CLUSTER

## 38%

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
<b>1</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>60%</b>	51%	51%	50%
<b>2</b>	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>77%</b>	73%	66%	65%
<b>3</b>	<b>Q5g.</b> My manager provides acknowledgement or other recognition for the work I do	<b>79%</b>	69%	76%	69%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>79%</b>	67%	68%	69%
<b>5</b>	<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	<b>45%</b>	42%	38%	40%
<b>6</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>59%</b>	57%	50%	49%



## 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	78% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	35	43	15	78%	72%	66%	61%
Q7j. I am proud to tell others I work for my organisation	55	37		92%	87%	75%	69%
Q7k. I feel a strong personal attachment to my organisation	48	35	11	82%	77%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	33	40	20	73%	65%	59%	55%
Q7m. My organisation inspires me to do the best in my job	35	40	18	75%	70%	59%	55%

KEY







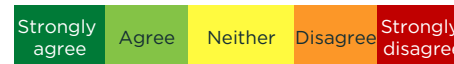
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK	82% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	36	47	11	83%	82%	76%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	39	45	11	83%	80%	76%	72%	
Q1e. I am satisfied with my job	25	54	12	7	79%	73%	71%	69%

### 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.

SENIOR MANAGERS	57% 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	17	42	26	11	59%	57%	50%	49%
Q6b. I feel that senior managers effectively lead and manage change	15	38	28	13	52%	47%	44%	46%
Q6c. I feel that senior managers model the values of my organisation	18	42	26	8	60%	51%	51%	50%
Q6d. Senior managers encourage innovation by employees	15	45	26	10	60%	49%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	43	28	9	58%	51%	55%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	52	20		73%	68%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	25	12	58%	54%	50%	47%
Q6h. I feel that senior managers listen to employees	12	38	30	14	50%	41%	46%	43%
Q7c. I feel that change is managed well in my organisation	11	33	28	21	45%	39%	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	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	35	45	12	79%	74%	75%	72%
Q5d. My manager encourages and values employee input	41	41	10	82%	74%	79%	72%
Q5e. My manager involves my workgroup in decisions about our work	32	40	16	72%	63%	72%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	25	58%	54%	50%	47%
Q6h. I feel that senior managers listen to employees	12	38	30	50%	41%	46%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	44	13	76%	71%	75%	67%

KEY





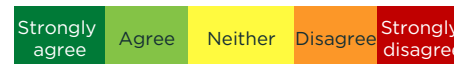
## EXPLORE THE FULL RESULTS

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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.

	73% 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	44	49	93%	93%	86%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	41	43	9	84%	80%	84%	79%	
Q3f. I have received appropriate training and development to do my job well	22	50	17	8	72%	66%	63%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	51	11	82%	76%	78%	74%	
Q5f. I have confidence in the decisions my manager makes	37	42	12	79%	69%	74%	68%	
Q6d. Senior managers encourage innovation by employees	15	45	26	10	60%	49%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	43	28	9	58%	51%	55%	52%
Q7a. My organisation focuses on improving the work we do	21	58	16	79%	67%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	21	50	18	10	71%	66%	54%	57%

KEY

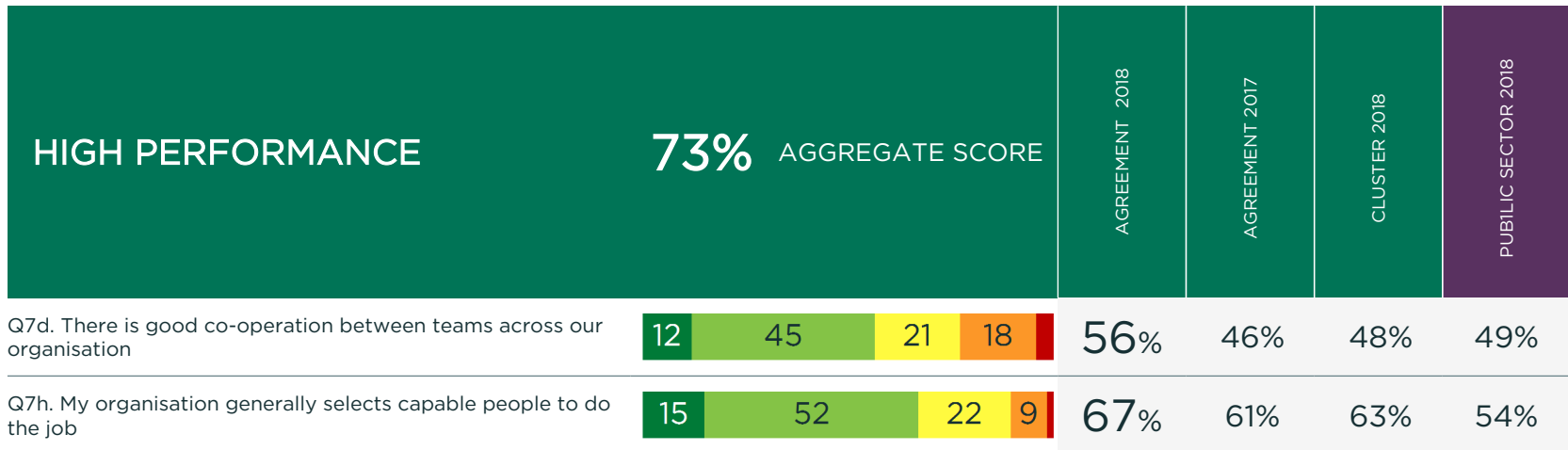




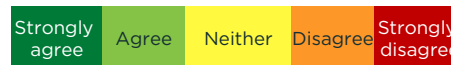
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KEY





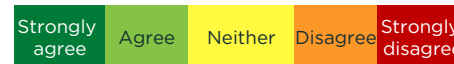
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PUBLIC SECTOR VALUES	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	52	40	93%	92%	90%	86%	
Q2e. People in my workgroup treat each other with respect	42	43	9	85%	76%	83%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	51	11	82%	76%	78%	74%	
Q5b. My manager listens to what I have to say	44	41	8	84%	80%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	42	26	11	59%	57%	50%	49%
Q6c. I feel that senior managers model the values of my organisation	18	42	26	8	60%	51%	51%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	52	20		73%	68%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	25	12	58%	54%	50%	47%
Q6h. I feel that senior managers listen to employees	12	38	30	14	50%	41%	46%	43%

KEY

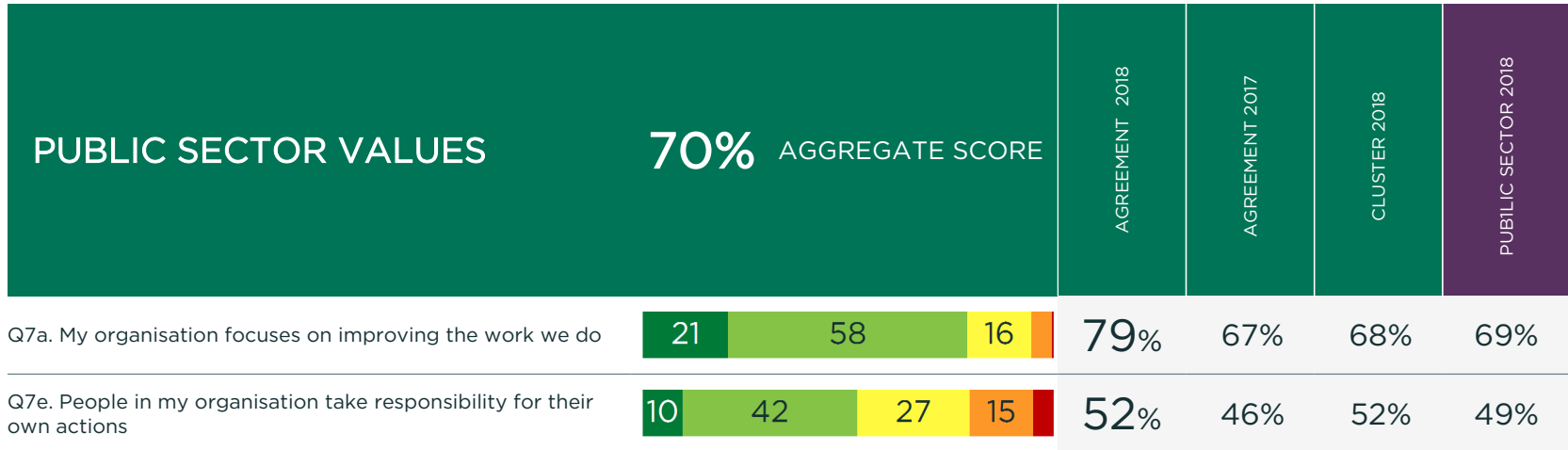




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KEY





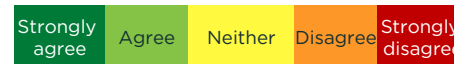
## EXPLORE THE FULL RESULTS

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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.

DIVERSITY & INCLUSION	78% 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	23	53	13	8	77%	73%	66%	65%
Q5b. My manager listens to what I have to say	44	41	8		84%	80%	82%	76%
Q5d. My manager encourages and values employee input	41	41	10		82%	74%	79%	72%
Q6i. Senior managers in my organisation support the career advancement of women	32	43	20		74%	69%	67%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	40	44	11		84%	78%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	41	43	10		84%	79%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	44	13	8	76%	71%	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>	26	43	20	8	68%	62%	73%	59%
Q8e. My manager supports flexible working in my team	31	43	18		74%	-	77%	63%

KEY



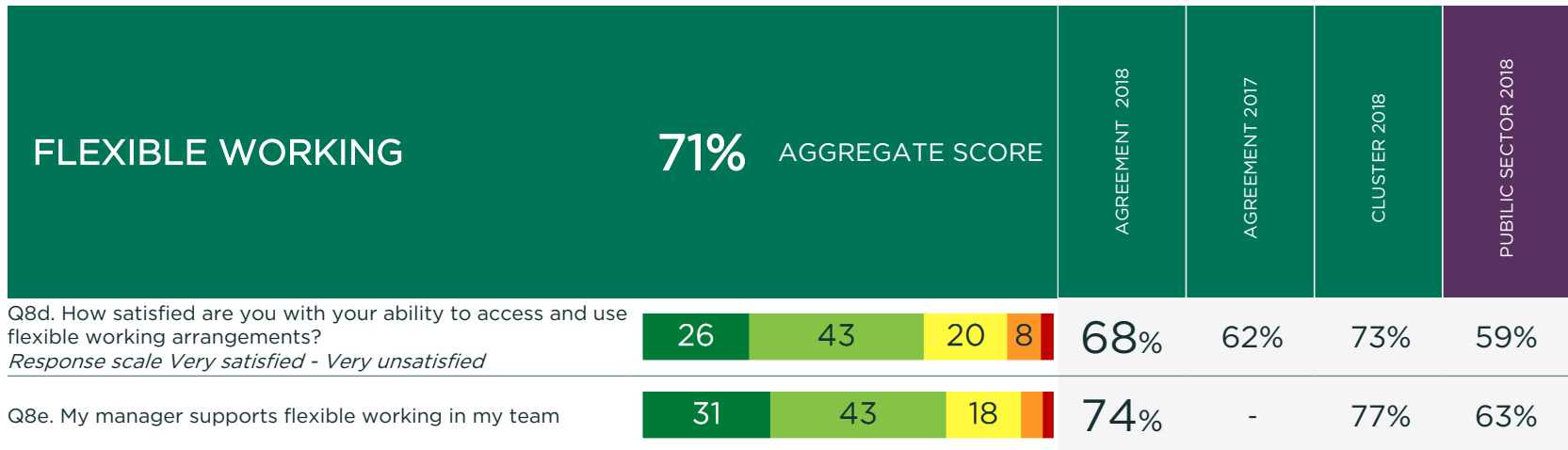




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

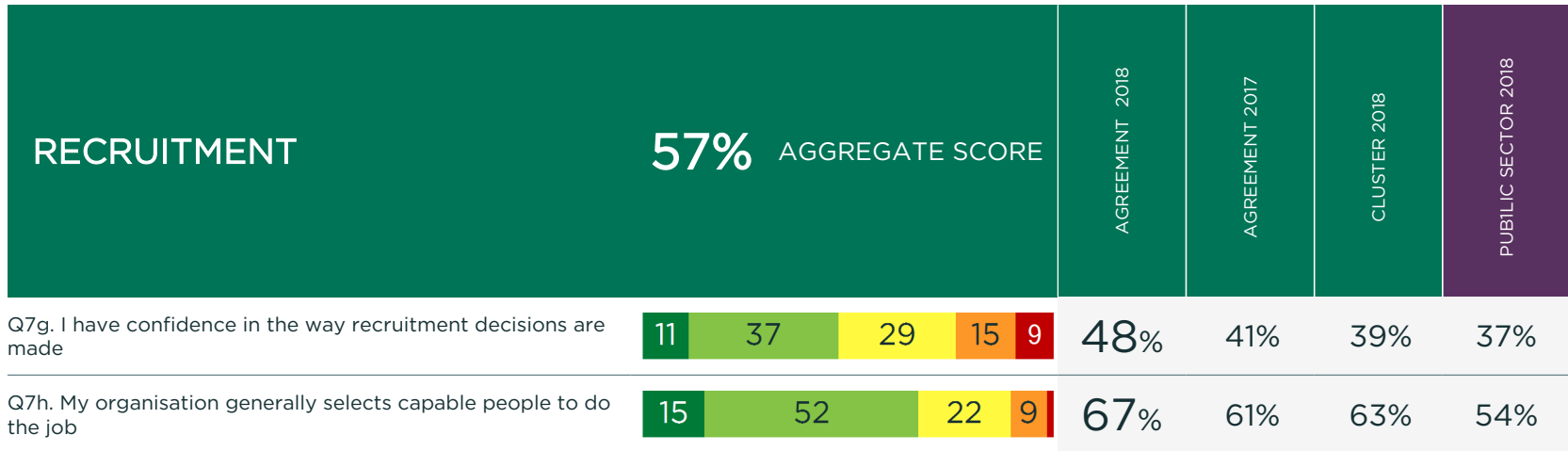




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KEY





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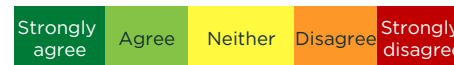
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**63%** 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		70%	65%	67%	65%
Q3e. My performance is assessed against clear criteria		64%	48%	52%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	40%	47%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		79%	69%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly		55%	44%	46%	46%
Q7f. My organisation is committed to developing its employees		60%	51%	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.

	80% 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	23	53	13	8	77%	73%	66%	65%
Q1f. I am able to keep my work stress at an acceptable level	20	52	17	9	71%	65%	64%	60%
Q2c. I receive help and support from other members of my workgroup	42	47			90%	84%	86%	81%
Q2d. There is good team spirit in my workgroup	42	39	10		81%	73%	75%	70%

KEY

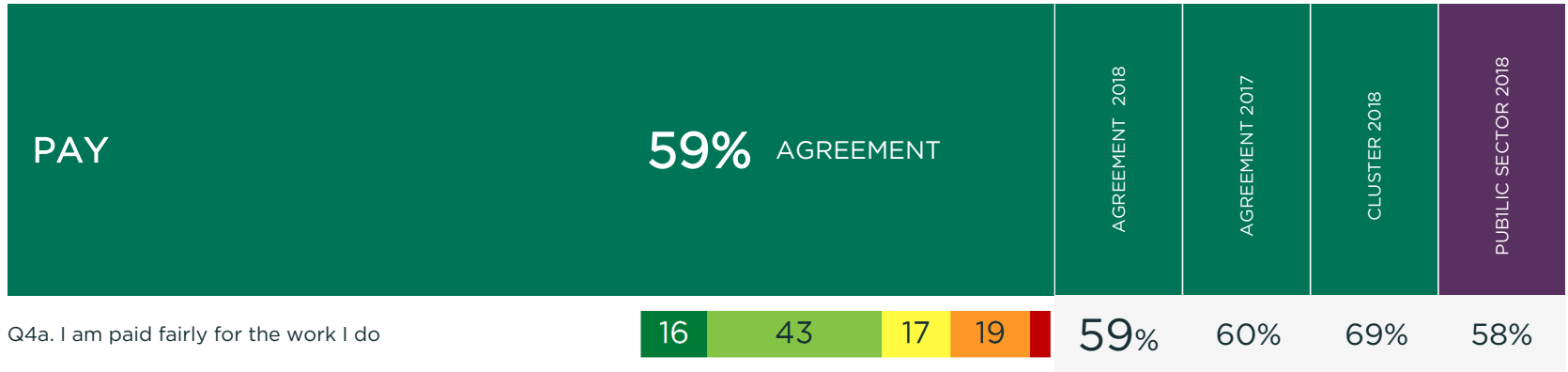




## EXPLORE THE FULL RESULTS

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### KEY

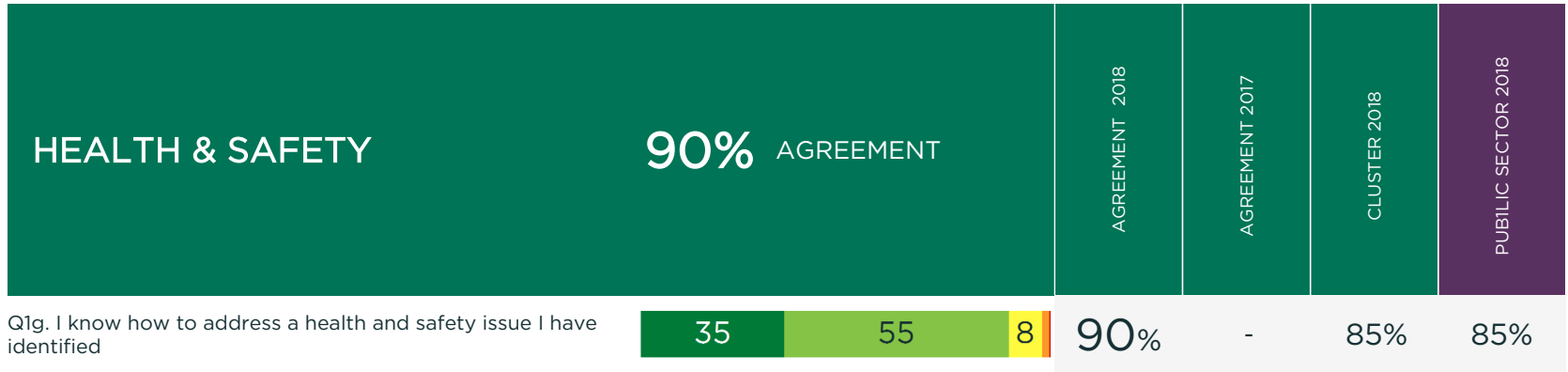




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KEY

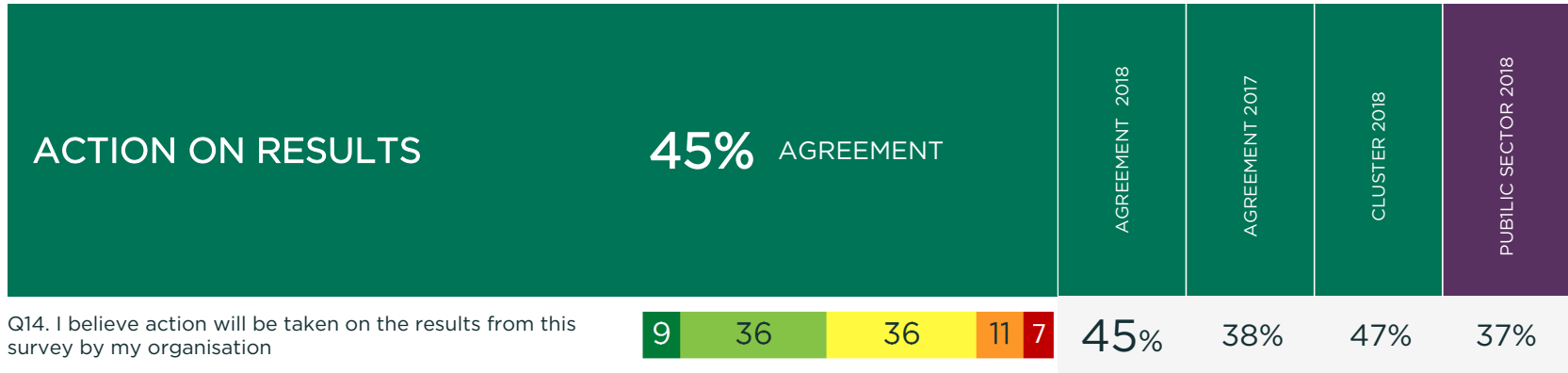




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### KEY

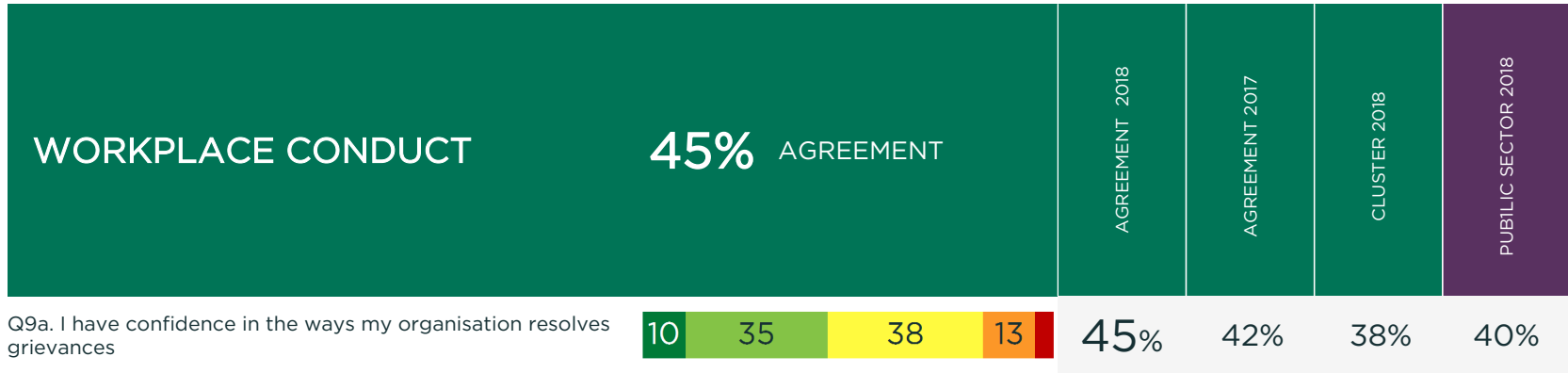




## EXPLORE THE FULL RESULTS

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
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		66%	48%	65%	71%
No		34%	52%	35%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		83%	75%	79%	76%
No		17%	25%	21%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		64%	57%	58%	58%
No		36%	43%	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		31%	36%	40%	41%
No		69%	64%	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
Lack of promotion opportunities		44%	41%	35%	29%
Lack of visible opportunities		36%	38%	36%	30%
There are no major barriers to my career progression		31%	31%	29%	32%
Personal/family considerations		18%	17%	29%	30%
Insufficient training and development		14%	16%	14%	16%
Lack of support for temporary assignments/secondments		14%	13%	15%	15%
The application/recruitment process is too cumbersome or time consuming		13%	11%	24%	23%
Lack of support from my manager/supervisor		12%	13%	12%	14%
Lack of required capabilities or experience		12%	13%	12%	11%
Other		7%	10%	9%	9%
Geographic location considerations		7%	7%	29%	26%

% are calculated with the number of unique respondents (N = 414 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		20%	23%	19%	24%
No		58%	61%	65%	58%
Don't know		21%	16%	16%	18%

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

Yes		55%	55%	59%	66%
No		43%	43%	39%	32%
Don't know		2%	3%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		21%	23%	26%	33%
No		67%	65%	65%	57%
Don't know		11%	12%	9%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		11%	12%	12%	18%
No		84%	83%	82%	76%
Don't know		5%	5%	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		28%	30%	26%	21%
Your Immediate Manager/Supervisor		22%	18%	21%	23%
A fellow worker at your level		22%	25%	25%	27%
Prefer not to say		22%	14%	14%	14%
A subordinate		4%	7%	8%	7%
Other		2%	2%	4%	4%
A client or customer	(r)				
A member of the public other than a client or customer	(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		1%	-	1%	3%
No	████████████████████	97%	-	98%	94%
Don't know		2%	-	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)



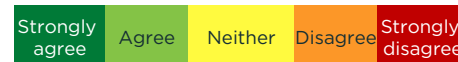
## EXPLORE THE FULL RESULTS

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		86%	81%	74%
Q2. I have a clear understanding of the vision of my organisation		84%	80%	68%
Q3. I am aware how my role contributes to the vision of my organisation		85%	83%	75%
Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager		75%	64%	63%
Q5. My team is equipped with the right tools to provide good customer service		77%	70%	63%
Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams		54%	49%	54%
Q7. I have access to the information I need to do my job well		80%	-	71%
Q8. I feel informed about changes in my organisation		65%	-	52%
Q9. The people I work with have safe work practices		92%	-	88%
Q10. My manager promotes safe work practices in my workplace		87%	-	86%

KEY





# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		39%
Female		60%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		1%
20 - 24	■	6%
25 -29	■	16%
30 - 34	■	16%
35 - 39	■	18%
40 - 44	■	10%
45 - 49	■	10%
50 - 54	■	9%
55 - 59	■	9%
60 - 64		2%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

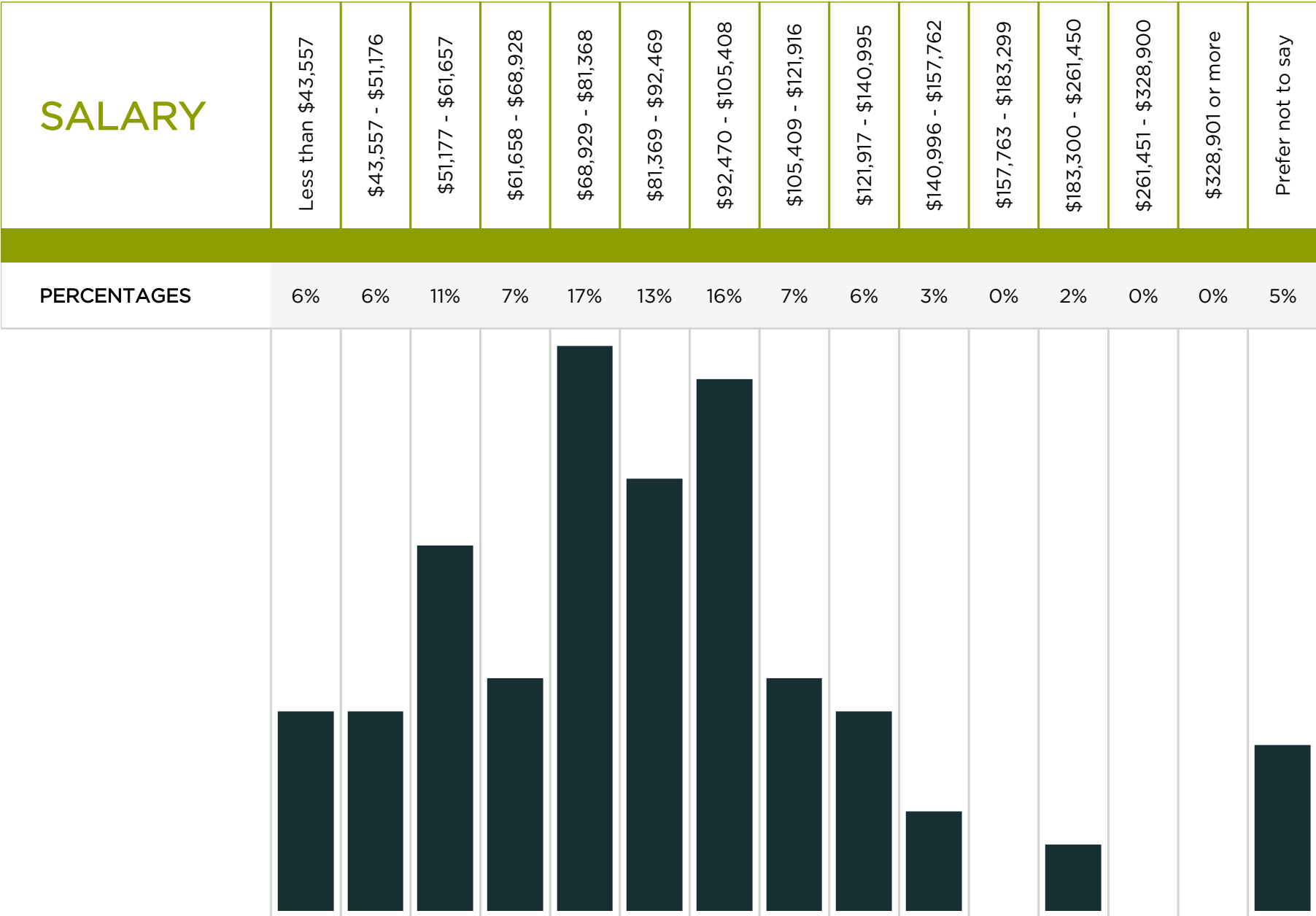
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	24%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	17%
Administrative support (e.g. executive/personal assistant, receptionist)	5%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	22%
Policy	0%
Research	-
Program and project management support	12%
Legal (including developing and/or reviewing legislation)	0%
Other	20%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		22%
1 - 2 years		16%
2 - 5 years		25%
5 - 10 years		15%
10 - 20 years		17%
More than 20 years		5%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Flexible start and finish times	42%
Working from home	29%
None of the above	28%
Leave without pay	17%
Part-time work	16%
Working additional hours to make up for time off	15%
Flexible scheduling for rostered workers	14%

% are calculated with the number of unique respondents (N = 393 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Working from different locations		10%
Working more hours over fewer days		10%
Study leave		3%
Other		2%
Job sharing		2%
Purchasing annual leave		0%

% are calculated with the number of unique respondents (N = 393 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.

	Sydney Opera House	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	436	95	68	19	89	2	0	48	1	81
EMPLOYEE ENGAGEMENT	78%	80%	76%	(r)	79%	(r)	(r)	78%	(r)	77%
ENGAGEMENT WITH WORK	82%	80%	78%	(r)	80%	(r)	(r)	85%	(r)	86%
SENIOR MANAGERS	57%	52%	53%	(r)	58%	(r)	(r)	55%	(r)	59%
COMMUNICATION	70%	59%	67%	(r)	74%	(r)	(r)	72%	(r)	73%
HIGH PERFORMANCE	73%	69%	70%	(r)	74%	(r)	(r)	72%	(r)	76%
PUBLIC SECTOR VALUES	70%	64%	68%	(r)	73%	(r)	(r)	70%	(r)	73%
DIVERSITY & INCLUSION	78%	73%	75%	(r)	83%	(r)	(r)	79%	(r)	78%

### 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.

	Sydney Opera House	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	436	26	23	46	28	70	51	64	30	23	11	2	10	2
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	78%	(r)	77%	78%	75%	84%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	78%	(r)	78%	84%	79%	92%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	54%	(r)	59%	49%	55%	59%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	61%	(r)	73%	68%	73%	73%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	68%	(r)	74%	69%	73%	78%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	65%	(r)	72%	67%	71%	72%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	74%	(r)	79%	76%	80%	84%	(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.

	Sydney Opera House	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>436</b>	<b>1</b>	<b>19</b>
<b>EMPLOYEE ENGAGEMENT</b>	78%	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)
COMMUNICATION	70%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)
DIVERSITY & INCLUSION	78%	(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.

	Sydney Opera House	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	436	89	63	101	59	67	21
<b>EMPLOYEE ENGAGEMENT</b>	78%	84%	78%	77%	77%	77%	(r)
<b>ENGAGEMENT WITH WORK</b>	82%	88%	84%	76%	80%	80%	(r)
<b>SENIOR MANAGERS</b>	57%	71%	60%	55%	48%	50%	(r)
<b>COMMUNICATION</b>	70%	84%	71%	65%	66%	62%	(r)
<b>HIGH PERFORMANCE</b>	73%	83%	75%	69%	68%	71%	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	83%	72%	67%	64%	66%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	87%	77%	77%	76%	74%	(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.

	Sydney Opera House	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	436	167	38	59	56	64	6	41	115	1	66	12	9	111
EMPLOYEE ENGAGEMENT	78%	80%	78%	84%	82%	82%	(r)	82%	78%	(r)	78%	(r)	(r)	77%
ENGAGEMENT WITH WORK	82%	84%	84%	88%	79%	84%	(r)	82%	82%	(r)	84%	(r)	(r)	80%
SENIOR MANAGERS	57%	59%	54%	63%	45%	58%	(r)	63%	58%	(r)	51%	(r)	(r)	57%
COMMUNICATION	70%	73%	71%	76%	61%	69%	(r)	76%	72%	(r)	68%	(r)	(r)	68%
HIGH PERFORMANCE	73%	75%	72%	76%	67%	75%	(r)	74%	74%	(r)	69%	(r)	(r)	72%
PUBLIC SECTOR VALUES	70%	73%	71%	77%	63%	72%	(r)	75%	71%	(r)	68%	(r)	(r)	71%
DIVERSITY & INCLUSION	78%	84%	80%	83%	76%	84%	(r)	84%	84%	(r)	77%	(r)	(r)	71%

\*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.

	Sydney Opera House	Sydney East	Sydney - City and Inner South	Sydney - Northern Beaches	Sydney West	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton
NUMBER OF RESPONDENTS	436	388	383	2	1	1	1	1	1	0	0	0	0
EMPLOYEE ENGAGEMENT	78%	79%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	82%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	57%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	70%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	73%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	79%	78%	(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

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.

	Sydney Opera House	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	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	436	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(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 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.

	Sydney Opera House	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	78%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(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

r = DATA RESTRICTED AS BELOW  
CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

	Sydney Opera House	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	436	4	24	66	66	71	41	42	37	35	10	6
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	79%	76%	76%	80%	77%	78%	78%	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	76%	78%	79%	89%	86%	84%	87%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	59%	52%	55%	61%	57%	65%	47%	(r)	(r)
COMMUNICATION	70%	(r)	(r)	73%	68%	70%	71%	71%	73%	60%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	73%	72%	71%	73%	73%	76%	68%	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	72%	66%	69%	71%	71%	74%	66%	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	77%	77%	81%	80%	77%	80%	72%	(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 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.

	Sydney Opera House	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>436</b>	<b>159</b>	<b>242</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	78%	77%	79%	(r)
ENGAGEMENT WITH WORK	82%	83%	81%	(r)
SENIOR MANAGERS	57%	57%	57%	(r)
COMMUNICATION	70%	71%	70%	(r)
HIGH PERFORMANCE	73%	74%	73%	(r)
PUBLIC SECTOR VALUES	70%	71%	70%	(r)
DIVERSITY & INCLUSION	78%	78%	79%	(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

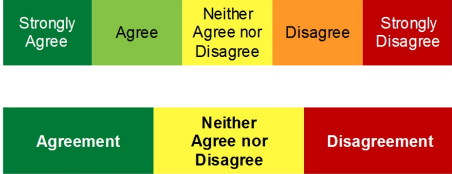
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.