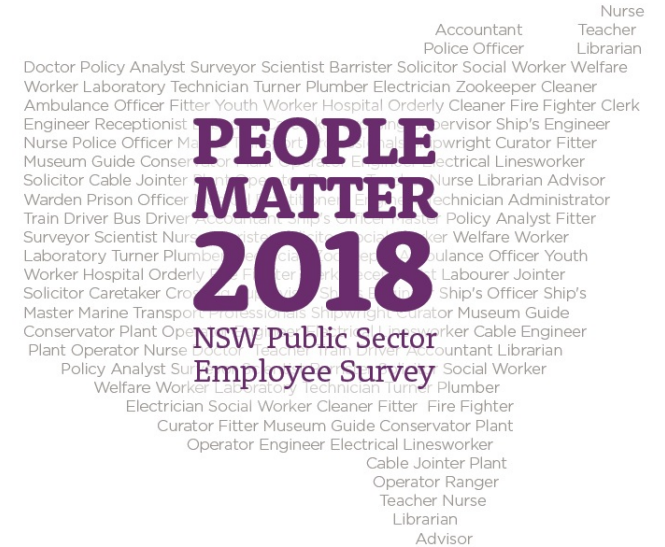# PEOPLE MATTER 2018

NSW Public Sector Employee Survey

AGENCY REPORT

Premier and Cabinet

Urban Growth NSW Development Corporation

HEADLINES

RESPONSE RATE

>100%

68 OF 61 RESPONDENTS

EMPLOYEE ENGAGEMENT

68%

| DIFFERENCE FROM CLUSTER | -3 |
| DIFFERENCE FROM PUBLIC SECTOR | +2 |

ENGAGEMENT WITH WORK

70%

| DIFFERENCE FROM CLUSTER | -6 |
| DIFFERENCE FROM PUBLIC SECTOR | -3 |

SENIOR MANAGERS

69%

| DIFFERENCE FROM CLUSTER | +6 |
| DIFFERENCE FROM PUBLIC SECTOR | +20 |

COMMUNICATION

74%

| DIFFERENCE FROM CLUSTER | +1 |
| DIFFERENCE FROM PUBLIC SECTOR | +13 |

HIGH PERFORMANCE

75%

| DIFFERENCE FROM CLUSTER | +1 |
| DIFFERENCE FROM PUBLIC SECTOR | +10 |

PUBLIC SECTOR VALUES

74%

| DIFFERENCE FROM CLUSTER | 0 |
| DIFFERENCE FROM PUBLIC SECTOR | +12 |

DIVERSITY & INCLUSION

77%

| DIFFERENCE FROM CLUSTER | -3 |
| DIFFERENCE FROM PUBLIC SECTOR | +9 |

FLEXIBLE WORKING SATISFACTION

71%

| DIFFERENCE FROM CLUSTER | -10 |
| DIFFERENCE FROM PUBLIC SECTOR | +12 |

ACTION ON RESULTS

60%

| DIFFERENCE FROM CLUSTER | 0 |
| DIFFERENCE FROM PUBLIC SECTOR | +23 |

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
1g.	I know how to address a health and safety issue I have identified	91%
2a.	My workgroup strives to achieve customer/client satisfaction	90%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	88%
2c.	I receive help and support from other members of my workgroup	87%
7a.	My organisation focuses on improving the work we do	85%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%
5a.	My manager encourages people in my workgroup to keep improving the work they do	82%
5b.	My manager listens to what I have to say	81%
2e.	People in my workgroup treat each other with respect	81%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	80%

	- LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018
3e.	My performance is assessed against clear criteria	43%
7g.	I have confidence in the way recruitment decisions are made	44%
7e.	People in my organisation take responsibility for their own actions	45%
3g.	I am satisfied with the opportunities available for career development in my organisation	47%
7c.	I feel that change is managed well in my organisation	50%
5h.	My manager appropriately deals with employees who perform poorly	52%
7k.	I feel a strong personal attachment to my organisation	55%
9a.	I have confidence in the ways my organisation resolves grievances	56%
7d.	There is good co-operation between teams across our organisation	58%
7i.	I would recommend my organisation as a great place to work	58%

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'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q5. Recruitment processes at DPC have improved from 12 months ago	**11**%	**Q5.** Recruitment processes at DPC have improved from 12 months ago	**77**%	**Q5.** Recruitment processes at DPC have improved from 12 months ago	**13**%
Q3. The feedback from the performance development framework has been useful and applicable in my role	**36**%	**Q3.** The feedback from the performance development framework has been useful and applicable in my role	**59**%	**Q3.** The feedback from the performance development framework has been useful and applicable in my role	**5**%
Q2. I was not surprised by the feedback offered in my performance discussions	**44**%	**Q2.** I was not surprised by the feedback offered in my performance discussions	**55**%	**Q2.** I was not surprised by the feedback offered in my performance discussions	**2**%
Q1. I received quality feedback in the last performance development cycle	**40**%	**Q1.** I received quality feedback in the last performance development cycle	**48**%	**Q1.** I received quality feedback in the last performance development cycle	**13**%
Q7e. People in my organisation take responsibility for their own actions	**45**%	**Q7e.** People in my organisation take responsibility for their own actions	**35**%	**Q7e.** People in my organisation take responsibility for their own actions	**20**%

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.

60%

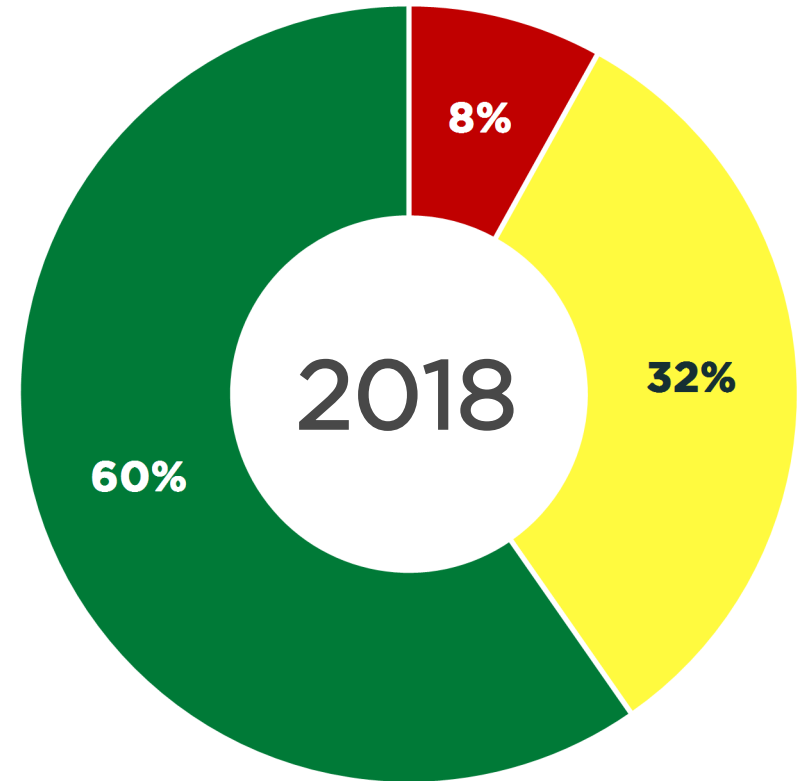of employees replied favourably to:

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

37%	60%
SECTOR	CLUSTER

8%

32%

60%

2018

| Agreement | Neither Agree nor Disagree | Disagreement |

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

Rank	Question	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	**Q6d.** Senior managers encourage innovation by employees	65%	62%	50%
2	**Q8c.** I am able to speak up and share a different view to my colleagues and manager	74%	76%	67%
3	**Q6h.** I feel that senior managers listen to employees	68%	60%	43%
4	**Q6b.** I feel that senior managers effectively lead and manage change	66%	58%	46%
5	**Q7a.** My organisation focuses on improving the work we do	85%	81%	69%
6	**Q7b.** My organisation is making the necessary improvements to meet our future challenges	76%	65%	57%

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Urban Growth NSW Development Corporation

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Urban Growth NSW Development Corporation	Business Services	Executive, HR, Public Affairs and Engagement	Legal, Risk & Procurement	Projects
NUMBER OF RESPONDENTS	68	11	15	13	27
EMPLOYEE ENGAGEMENT	68%	78%	70%	66%	63%
ENGAGEMENT WITH WORK	70%	88%	58%	69%	67%
SENIOR MANAGERS	69%	82%	66%	70%	65%
COMMUNICATION	74%	90%	69%	67%	73%
HIGH PERFORMANCE	75%	85%	70%	84%	70%
PUBLIC SECTOR VALUES	74%	84%	70%	74%	74%
DIVERSITY & INCLUSION	77%	94%	71%	75%	73%

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 10 RESPONDENTS

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 — 68% AGGREGATE SCORE

		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	18 / 40 / 34 / 8	58%	75%	61%
Q7j. I am proud to tell others I work for my organisation	31 / 38 / 18 / 12	69%	81%	69%
Q7k. I feel a strong personal attachment to my organisation	25 / 30 / 30 / 13	55%	60%	63%
Q7l. My organisation motivates me to help it achieve its objectives	17 / 49 / 23	66%	65%	55%
Q7m. My organisation inspires me to do the best in my job	20 / 45 / 23	65%	66%	55%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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	70% AGGREGATE SCORE		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	21 | 53 | 12 | 10		74%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	29 | 47 | 12 | 7		76%	78%	72%
Q1e. I am satisfied with my job	12 | 47 | 21 | 15		59%	72%	69%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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

	Strongly agree	Agree	Neither	Disagree	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	43	19	12	66%	62%	49%
Q6b. I feel that senior managers effectively lead and manage change	19	46	21	10	66%	58%	46%
Q6c. I feel that senior managers model the values of my organisation	23	45	15	11	68%	65%	50%
Q6d. Senior managers encourage innovation by employees	14	52	21	12	65%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	39	48			88%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	30	50	18		80%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	26	44	18	12	70%	63%	47%
Q6h. I feel that senior managers listen to employees	20	48	17	11	68%	60%	43%
Q7c. I feel that change is managed well in my organisation	14	36	24	21	50%	49%	40%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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.

COMMUNICATION	74% AGGREGATE SCORE	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	35 / 41 / 18	76%	79%	72%
Q5d. My manager encourages and values employee input	41 / 38 / 10 / 10	79%	81%	72%
Q5e. My manager involves my workgroup in decisions about our work	35 / 41 / 15 / 7	76%	76%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	26 / 44 / 18 / 12	70%	63%	47%
Q6h. I feel that senior managers listen to employees	20 / 48 / 17 / 11	68%	60%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26 / 48 / 14 / 9	74%	76%	67%

KEY

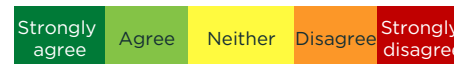| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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 — 75% AGGREGATE SCORE

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	26	43	18	12		69%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	41	37	13	9		78%	86%	79%
Q3f. I have received appropriate training and development to do my job well	19	49	28			68%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	57	12			82%	83%	74%
Q5f. I have confidence in the decisions my manager makes	36	40	24			76%	79%	68%
Q6d. Senior managers encourage innovation by employees	14	52	21	12		65%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	39	48				88%	72%	52%
Q7a. My organisation focuses on improving the work we do	27	58	14			85%	81%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	24	52	17			76%	65%	57%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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 — 75% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	14	44	24	17		58%	64%	49%
Q7h. My organisation generally selects capable people to do the job	19	58	20			77%	72%	54%

KEY

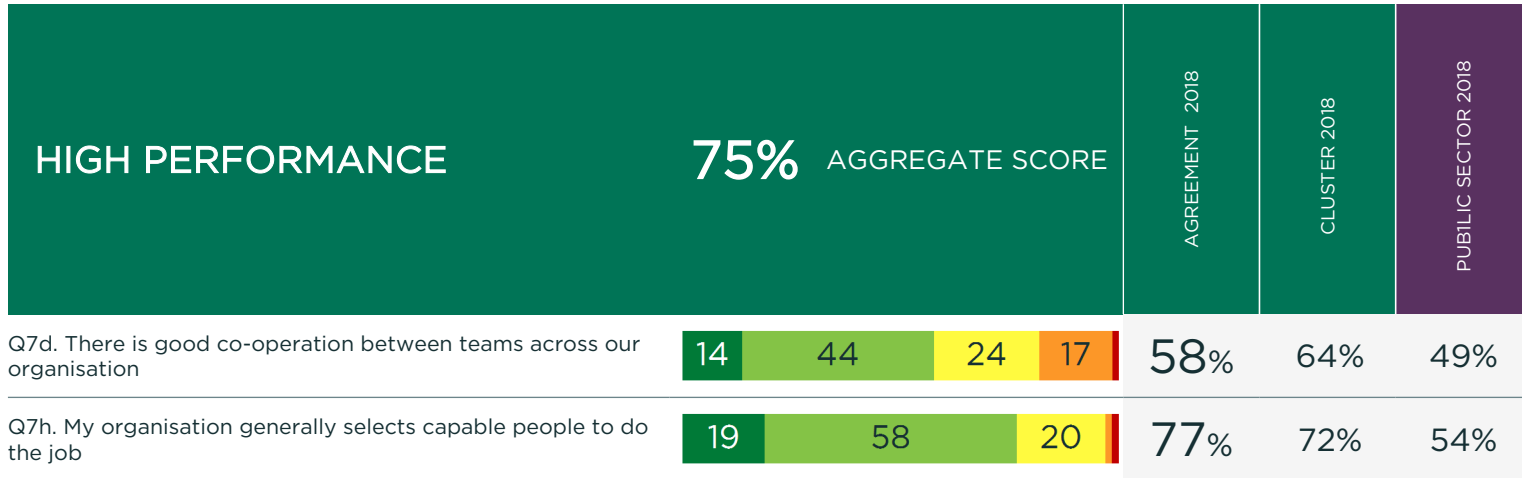| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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   **74%** AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	42	48	9			90%	93%	86%
Q2e. People in my workgroup treat each other with respect	38	43	10	9		81%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	57	12			82%	83%	74%
Q5b. My manager listens to what I have to say	46	35	15			81%	84%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	43	19	12		66%	62%	49%
Q6c. I feel that senior managers model the values of my organisation	23	45	15	11		68%	65%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	30	50	18			80%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	26	44	18	12		70%	63%	47%
Q6h. I feel that senior managers listen to employees	20	48	17	11		68%	60%	43%

KEY

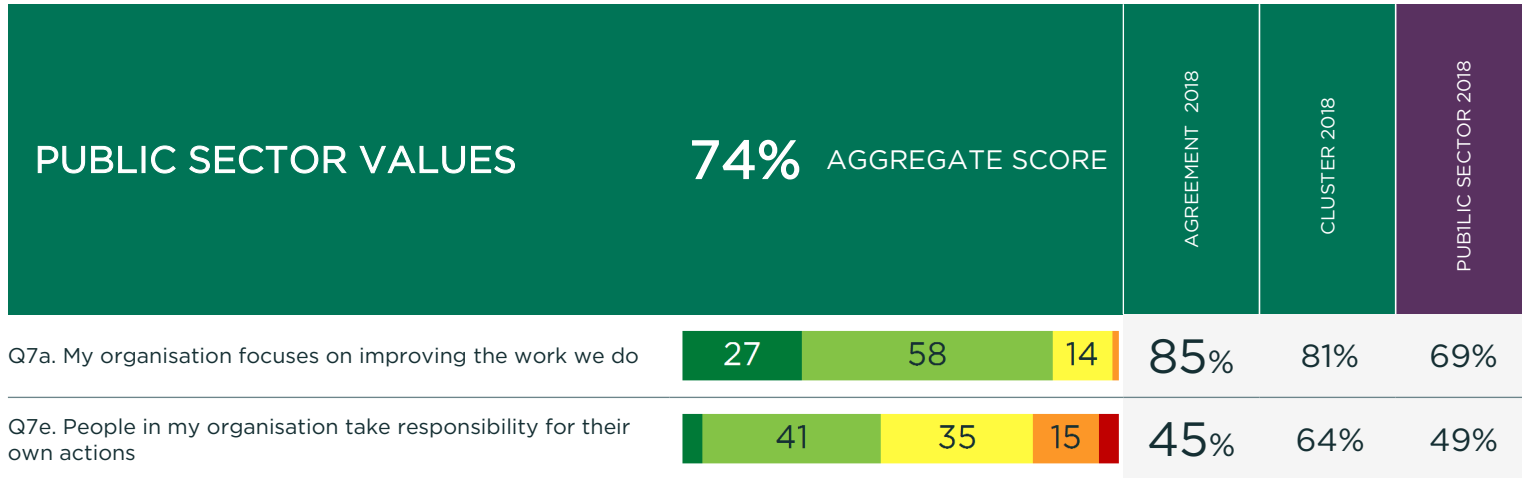| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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	74% AGGREGATE SCORE		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do	27	58	14	85%	81%	69%
Q7e. People in my organisation take responsibility for their own actions		41	35	15	45%	64%	49%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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

77% AGGREGATE SCORE

Question	Responses	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	19 / 44 / 16 / 15	63%	74%	65%
Q5b. My manager listens to what I have to say	46 / 35 / 15	81%	84%	76%
Q5d. My manager encourages and values employee input	41 / 38 / 10 / 10	79%	81%	72%
Q6i. Senior managers in my organisation support the career advancement of women	38 / 39 / 21	77%	74%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	37 / 48 / 12	85%	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 / 35 / 15	80%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26 / 48 / 14 / 9	74%	76%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	32 / 38 / 20 / 9	71%	81%	59%
Q8e. My manager supports flexible working in my team	38 / 42 / 16	80%	84%	63%

KEY

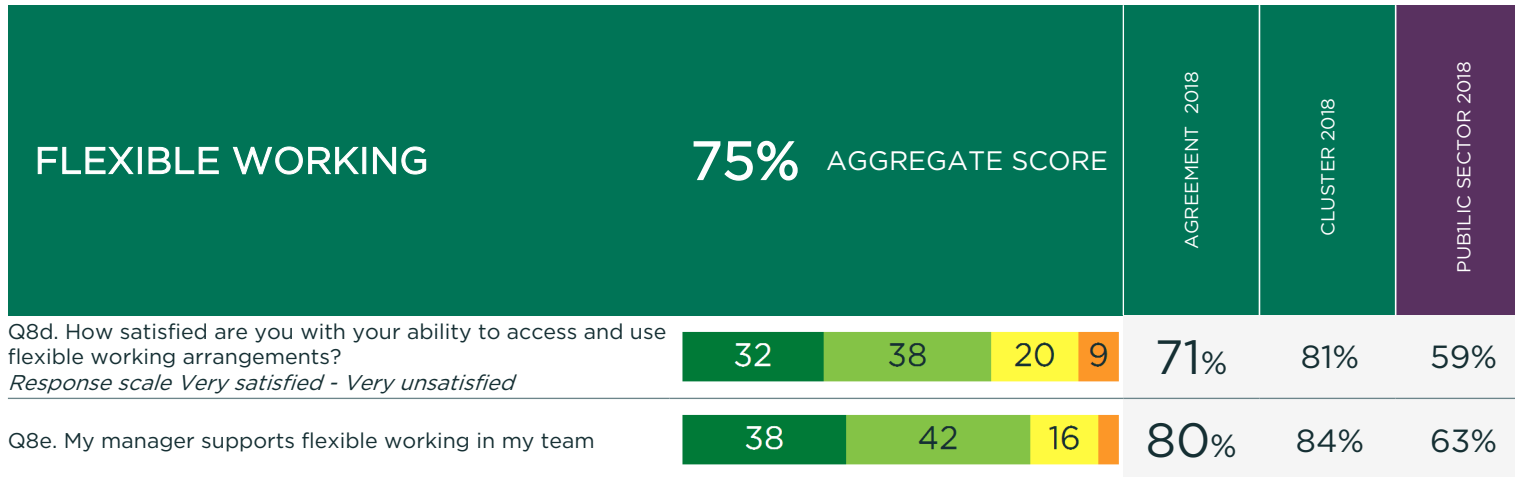| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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.

FLEXIBLE WORKING

75% AGGREGATE SCORE

		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	32 / 38 / 20 / 9	71%	81%	59%
Q8e. My manager supports flexible working in my team	38 / 42 / 16	80%	84%	63%

KEY

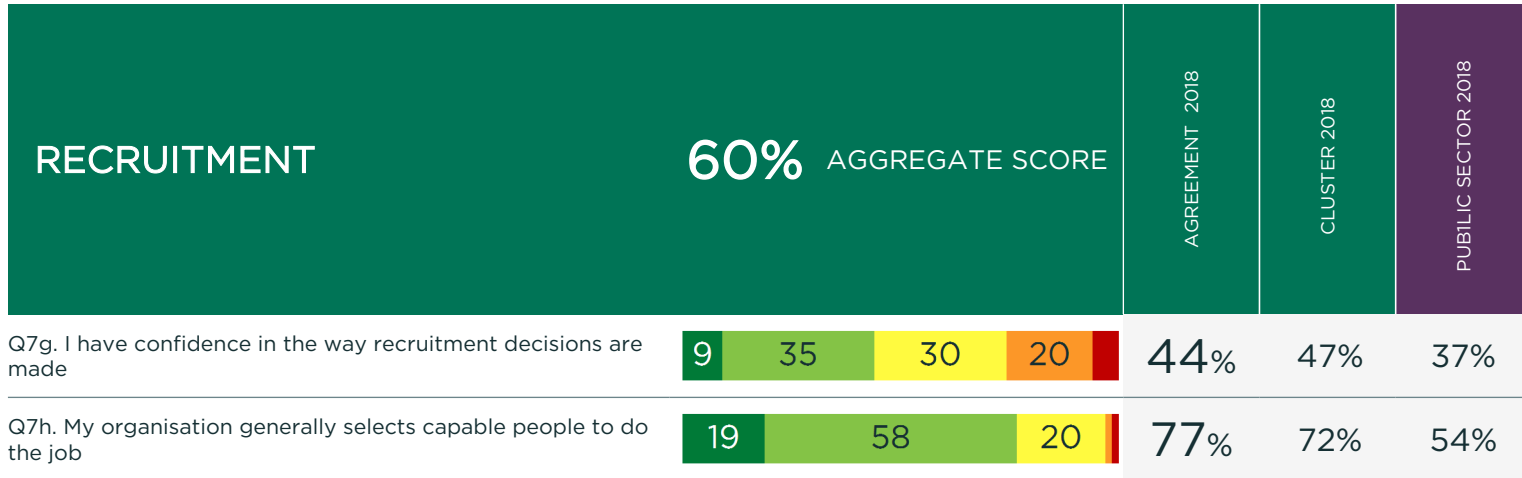| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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.

RECRUITMENT — 60% AGGREGATE SCORE

		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7g. I have confidence in the way recruitment decisions are made	9 / 35 / 30 / 20	44%	47%	37%
Q7h. My organisation generally selects capable people to do the job	19 / 58 / 20	77%	72%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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

58% AGGREGATE SCORE

	Responses	AGREEMENT 2018	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	22 / 46 / 22 / 10	68%	74%	65%
Q3e. My performance is assessed against clear criteria	15 / 28 / 29 / 25	43%	61%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	19 / 28 / 26 / 12 / 15	47%	52%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	39 / 36 / 16 / 7	75%	81%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15 / 37 / 27 / 15	52%	51%	46%
Q7f. My organisation is committed to developing its employees	18 / 47 / 27	65%	69%	52%

KEY

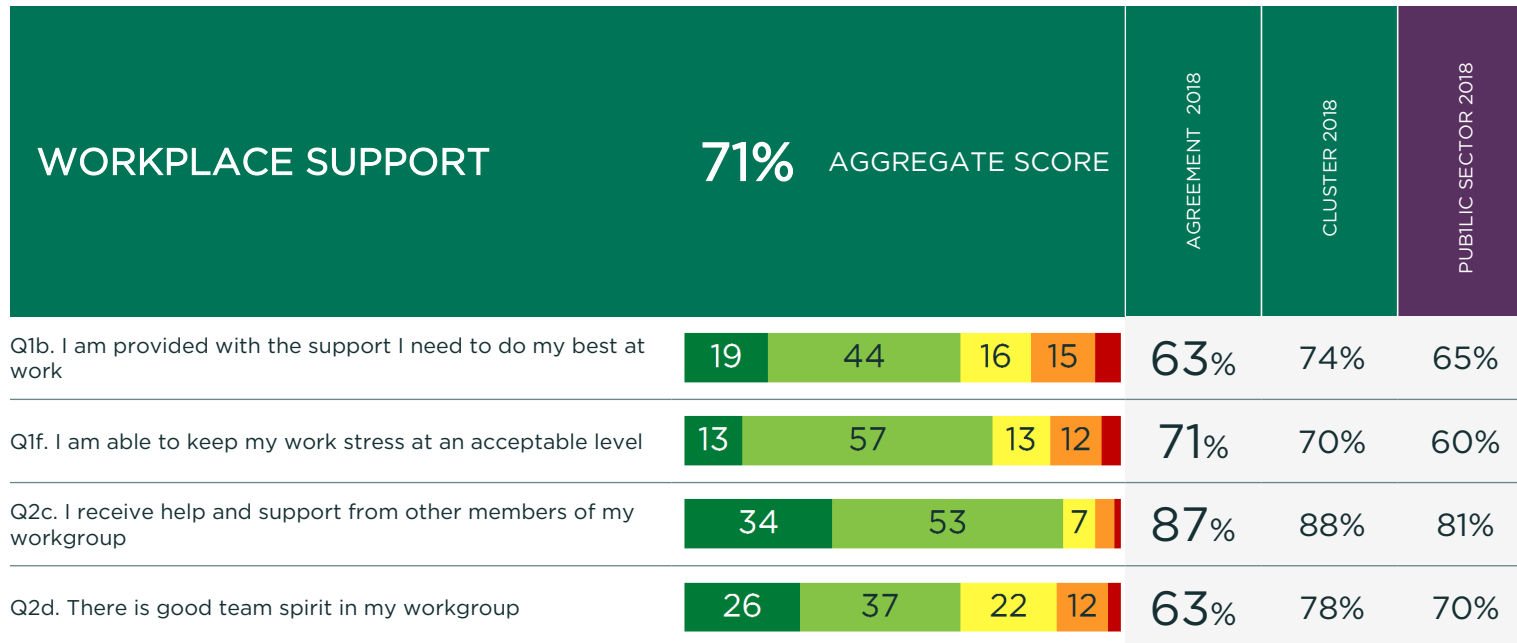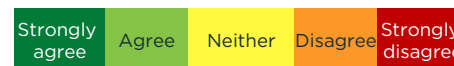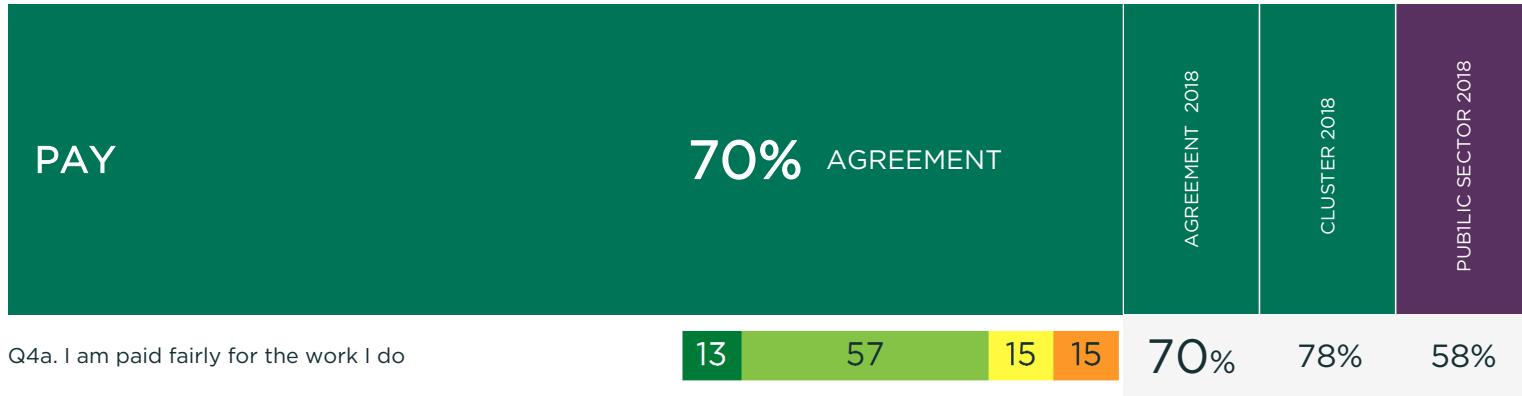| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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 — 71% AGGREGATE SCORE

		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	19 / 44 / 16 / 15	63%	74%	65%
Q1f. I am able to keep my work stress at an acceptable level	13 / 57 / 13 / 12	71%	70%	60%
Q2c. I receive help and support from other members of my workgroup	34 / 53 / 7	87%	88%	81%
Q2d. There is good team spirit in my workgroup	26 / 37 / 22 / 12	63%	78%	70%

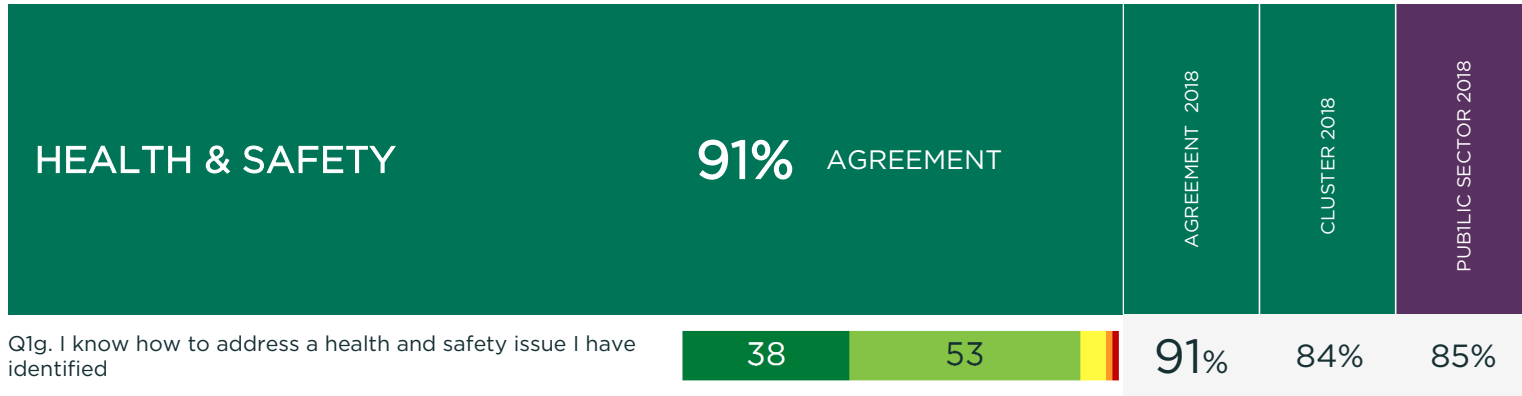KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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.

PAY	70% AGREEMENT	AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q4a. I am paid fairly for the work I do	13 / 57 / 15 / 15	70%	78%	58%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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.
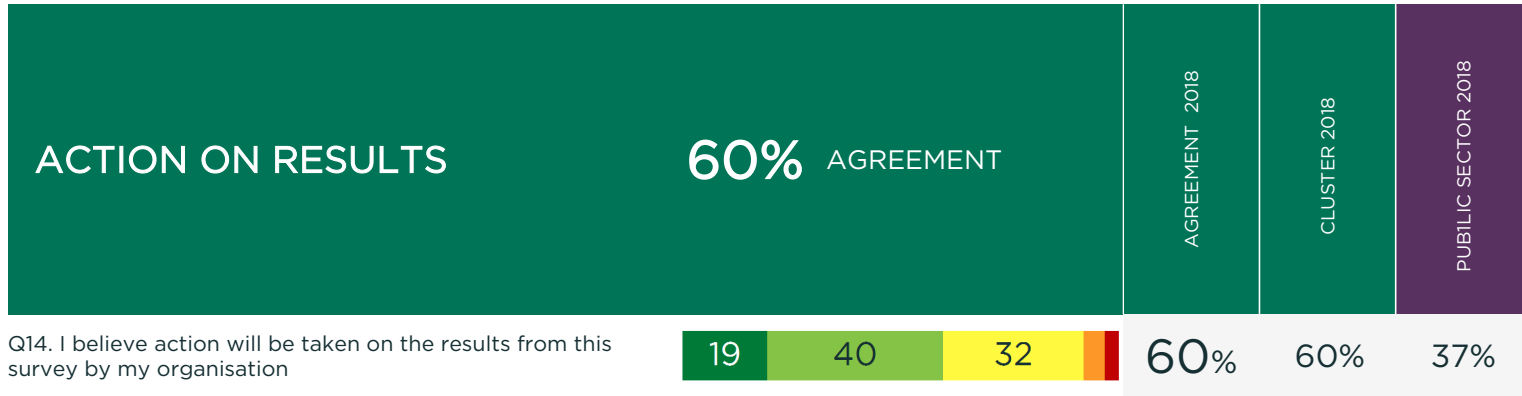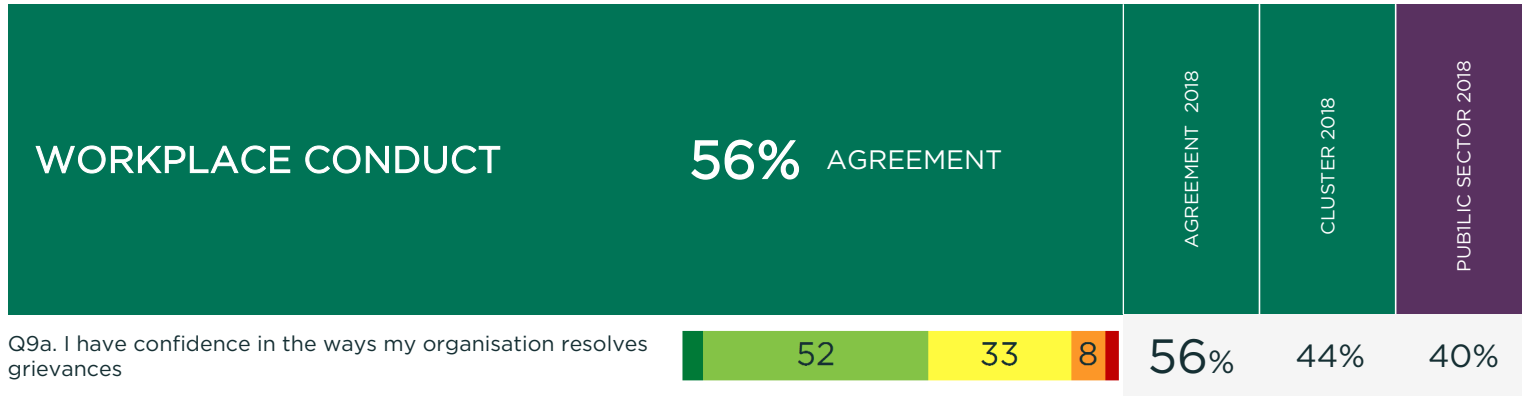
HEALTH & SAFETY   91% AGREEMENT

	Strongly agree	Agree		AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1g. I know how to address a health and safety issue I have identified	38	53		91%	84%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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   60% AGREEMENT

		AGREEMENT 2018	CLUSTER 2018	PUBILIC SECTOR 2018
Q14. I believe action will be taken on the results from this survey by my organisation	19 40 32	60%	60%	37%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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 CONDUCT   56% AGREEMENT

					AGREEMENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q9a. I have confidence in the ways my organisation resolves grievances		52	33	8	56%	44%	40%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		59%	64%	71%
No		41%	36%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		87%	83%	76%
No		13%	17%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		65%	71%	58%
No		35%	29%	42%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		29%	46%	41%
No		71%	54%	59%

MOBILITY

	2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?			
There are no major barriers to my career progression	42%	38%	32%
Lack of promotion opportunities	35%	33%	29%
Lack of visible opportunities	34%	34%	30%
The application/recruitment process is too cumbersome or time consuming	14%	20%	23%
Personal/family considerations	12%	22%	30%
Lack of required capabilities or experience	12%	10%	11%
Lack of support from my manager/supervisor	11%	10%	14%
Lack of support for temporary assignments/secondments	6%	14%	15%
Geographic location considerations	5%	19%	26%
Other	5%	7%	9%
Insufficient training and development	3%	10%	16%

% are calculated with the number of unique respondents (N = 65 to this question)

UNACCEPTABLE CONDUCT

	2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes	14%	14%	24%
No	75%	73%	58%
Don't know	11%	12%	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	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work			
Yes	29%	21%	33%
No	63%	70%	57%
Don't know	8%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work			
Yes	11%	10%	18%
No	80%	84%	76%
Don't know	9%	6%	6%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT	2018	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)			

ℹ️

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

	2018	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			
Yes	2%	1%	3%
No	98%	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.

**For Q7-Q10, the proportion of respondents answering not applicable is included in the result but not displayed.

PREMIER AND CABINET

CUSTOMISED QUESTIONS

		AGREEMENT 2018	CLUSTER 2018
Q1. I received quality feedback in the last performance development cycle	8 / 32 / 48 / 13	40%	59%
Q2. I was not surprised by the feedback offered in my performance discussions	38 / 55	44%	62%
Q3. The feedback from the performance development framework has been useful and applicable in my role	30 / 59	36%	57%
Q4. I understand how my role makes a difference to our stakeholders	27 / 62	89%	81%
Q5. Recruitment processes at DPC have improved from 12 months ago	77 / 8	11%	20%
Q6. My manager actively supports a diverse, inclusive and flexible work environment	28 / 58 / 8	86%	84%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

PERSONAL AND WORK PROFILES

41%

59%
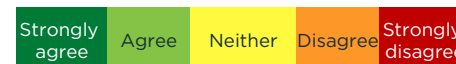
	PERCENTAGE
GENDER	
Male	41%
Female	59%
Other	-

PERSONAL AND WORK PROFILES

AGE	PERCENTAGE
15 - 19	-
20 - 24	-
25 -29	14%
30 - 34	22%
35 - 39	14%
40 - 44	12%
45 - 49	14%
50 - 54	14%
55 - 59	7%
60 - 64	-
65+	3%

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)	-
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)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	30%
Policy	2%
Research	-
Program and project management support	27%
Legal (including developing and/or reviewing legislation)	5%
Other	21%

PERSONAL AND WORK PROFILES

SALARY

	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	$328,901 or more	Prefer not to say
PERCENTAGES	-	-	-	2%	5%	5%	16%	6%	6%	8%	6%	18%	3%	6%	18%

PERSONAL AND WORK PROFILES

48%

18%

31%

2%

2%
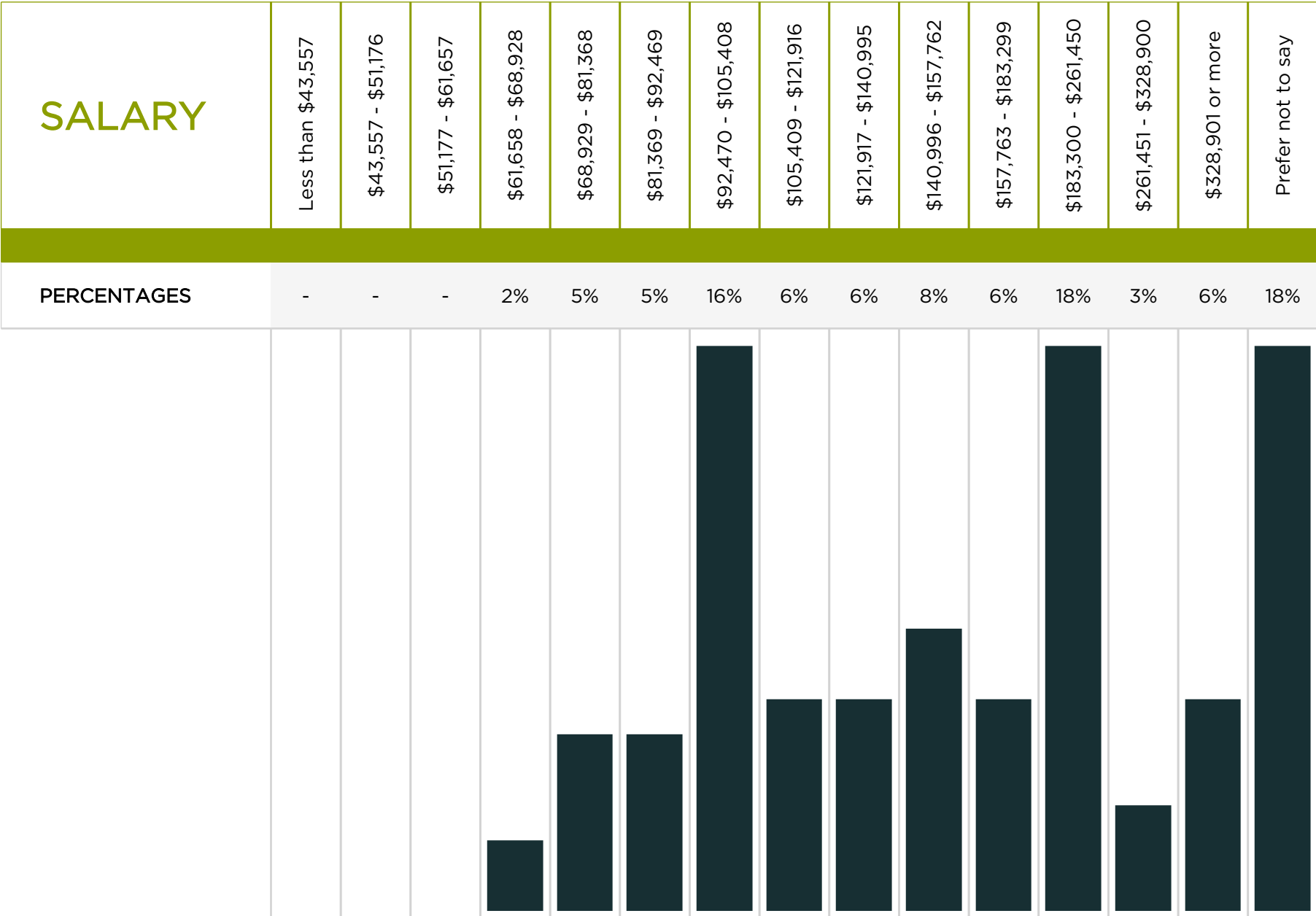
	PERCENTAGE

TENURE IN ORGANISATION

		PERCENTAGE
Less than 1 year		48%
1 - 2 years		18%
2 - 5 years		31%
5 - 10 years		2%
10 - 20 years		2%
More than 20 years		-

PERSONAL AND WORK PROFILES

PERCENTAGE

FLEXIBLE WORKING

	PERCENTAGE
Flexible start and finish times	52%
Working from home	38%
None of the above	29%
Working additional hours to make up for time off	14%
Working from different locations	7%
Part-time work	5%
Working more hours over fewer days	3%
Leave without pay	3%

% are calculated with the number of unique respondents (N = 58 to this question)

PERSONAL AND WORK PROFILES

2%

2%

	PERCENTAGE
FLEXIBLE WORKING	
Flexible scheduling for rostered workers	2%
Purchasing annual leave	2%

% are calculated with the number of unique respondents (N = 58 to this question)

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.

	Urban Growth NSW Development Corporation	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	68	0	3	7	19	1	0	17	3	13
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

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.

	Urban Growth NSW Development Corporation	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	68	0	0	0	1	3	3	10	4	4	5	4	11	2
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(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	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

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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.

	Urban Growth NSW Development Corporation	$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	68	4	11
EMPLOYEE ENGAGEMENT	68%	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)
COMMUNICATION	74%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)
DIVERSITY & INCLUSION	77%	(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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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.

	Urban Growth NSW Development Corporation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	68	29	11	19	1	1	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

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.

	Urban Growth NSW Development Corporation	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	68	30	2	8	1	3	0	4	22	1	2	0	0	17
EMPLOYEE ENGAGEMENT	68%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*multiple types may be choosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Urban Growth NSW Development Corporation	Sydney East	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	68	62	60	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	68%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	69%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	68%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	78%	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

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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.

	Urban Growth NSW Development Corporation	Sydney West	Capital Region	Central Coast	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	Sydney - Inner South West
NUMBER OF RESPONDENTS	68	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(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	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

	Urban Growth NSW Development Corporation	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown
NUMBER OF RESPONDENTS	68	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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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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.

	Urban Growth NSW Development Corporation	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	68	0	0	8	13	8	7	8	8	4	0	2
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(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	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

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.

	Urban Growth NSW Development Corporation	Male	Female	Other
NUMBER OF RESPONDENTS	68	24	35	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)
SENIOR MANAGERS	69%	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

SURVEY TIME FRAME

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

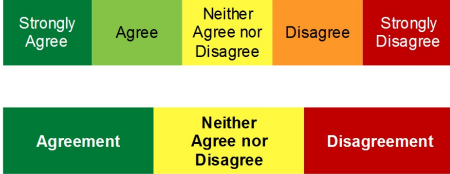**HOW TO READ THIS REPORT**

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

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.

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%.

MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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