



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Greyhound Welfare and Integrity Commission



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RESPONSE RATE

86%

32 OF 37 RESPONDENTS

EMPLOYEE ENGAGEMENT

56%

DIFFERENCE FROM PUBLIC SECTOR -10 (66%)

ENGAGEMENT WITH WORK

58%

DIFFERENCE FROM PUBLIC SECTOR -14 (73%)

SENIOR MANAGERS

39%

DIFFERENCE FROM PUBLIC SECTOR -11 (50%)

COMMUNICATION

58%

DIFFERENCE FROM PUBLIC SECTOR -5 (62%)

HIGH PERFORMANCE

55%

DIFFERENCE FROM PUBLIC SECTOR -10 (65%)

PUBLIC SECTOR VALUES

55%

DIFFERENCE FROM PUBLIC SECTOR -8 (62%)

DIVERSITY & INCLUSION

63%

DIFFERENCE FROM PUBLIC SECTOR -6 (69%)

FLEXIBLE WORKING SATISFACTION

66%

DIFFERENCE FROM PUBLIC SECTOR +7 (59%)

ACTION ON RESULTS

25%

DIFFERENCE FROM PUBLIC SECTOR -14 (39%)



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
2019

2a.	My workgroup strives to achieve customer/client satisfaction	88%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	84%
5b.	My manager listens to what I have to say	78%
2b.	My workgroup works collaboratively to achieve its objectives	75%
5d.	My manager encourages and values employee input	75%
5g.	My manager provides acknowledgement or other recognition for the work I do	75%
2c.	I receive help and support from other members of my workgroup	72%
1a.	I understand what is expected of me to do well in my role	72%
4a.	I am paid fairly for the work I do	72%
5a.	My manager encourages people in my workgroup to keep improving the work they do	72%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

5h.	My manager deals appropriately with employees who perform poorly	16%
7d.	There is good co-operation between teams across our organisation	25%
7e.	People in my organisation take responsibility for their own actions	25%
10a.	I believe action will be taken on the results from this survey by my organisation	25%
7c.	I feel that change is managed well in my organisation	28%
7f.	My organisation is committed to developing its employees	28%
6a.	I believe senior managers provide clear direction for the future of the organisation	28%
6b.	I feel that senior managers effectively lead and manage change	31%
3e.	My performance is assessed against clear criteria	31%
6h.	I feel that senior managers listen to employees	31%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



Q3e. My performance is assessed against clear criteria



Q7e. People in my organisation take responsibility for their own actions



Q7k. I feel a strong personal attachment to my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



Q3e. My performance is assessed against clear criteria



Q7e. People in my organisation take responsibility for their own actions



Q7k. I feel a strong personal attachment to my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



Q3e. My performance is assessed against clear criteria



Q7e. People in my organisation take responsibility for their own actions



Q7k. I feel a strong personal attachment to my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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.

Results are rounded and may not add up to 100%

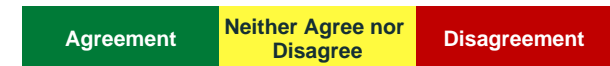
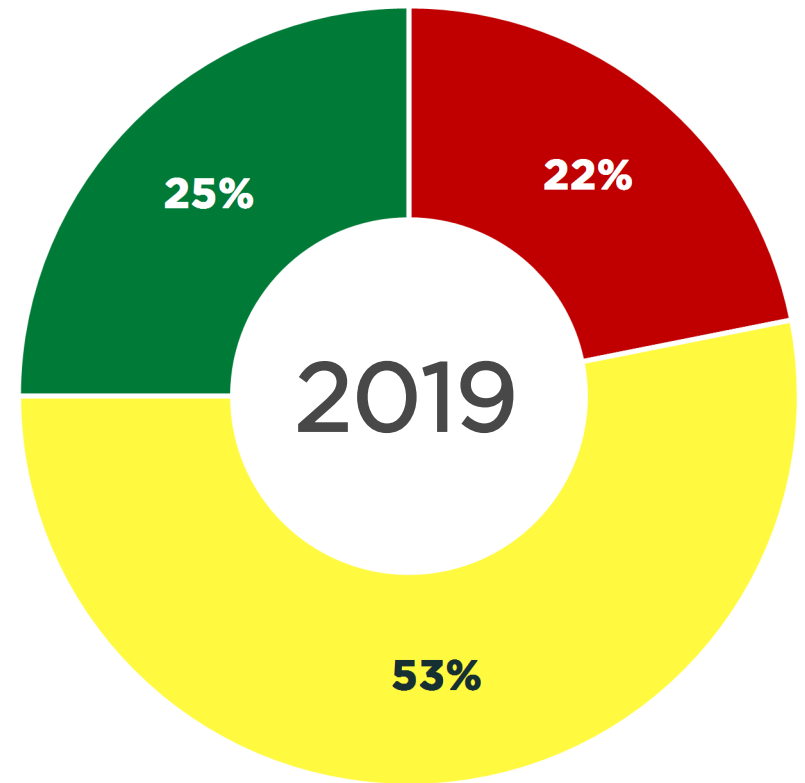
25%

of employees replied favourably to:

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

39%

SECTOR



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 2019	% AGREEMENT PUBLIC SECTOR
1	Q6h. I feel that senior managers listen to employees	31%	44%
2	Q1h. I am comfortable notifying my manager if I become aware of any risks at work	84%	88%
3	Q8c. I am able to speak up and share a different view to my colleagues and manager	69%	69%
4	Q6c. I feel that senior managers model the values of my organisation	47%	52%
5	Q7a. My organisation focuses on improving the work we do	63%	69%
6	Q11a. I have confidence in the ways my organisation resolves grievances	38%	41%



EXPLORE THE FULL RESULTS

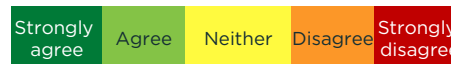
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	56% AGGREGATE SCORE					AGREEMENT 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	16	22	41	16		38%	62%
Q7j. I am proud to tell others I work for my organisation	19	38	25	13		56%	70%
Q7k. I feel a strong personal attachment to my organisation	16	22	44	13		38%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	31	28	16	13	44%	56%
Q7m. My organisation inspires me to do the best in my job	13	25	41	9	13	38%	56%

KEY



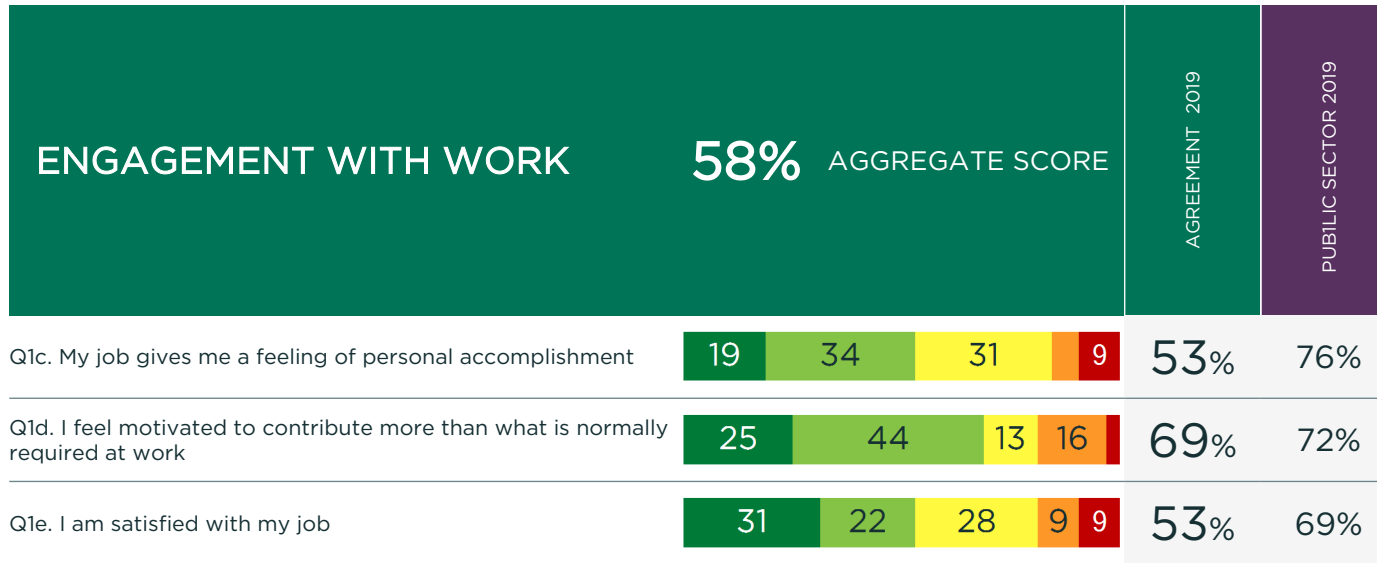


EXPLORE THE FULL RESULTS

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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.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

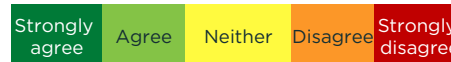
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SENIOR MANAGERS	39% AGGREGATE SCORE				AGREEMENT 2019	PUBLIC SECTOR 2019	
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	34	25	13	28%	51%	
Q6b. I feel that senior managers effectively lead and manage change	25	25	25	19	31%	47%	
Q6c. I feel that senior managers model the values of my organisation	13	34	34	13	47%	52%	
Q6d. Senior managers encourage innovation by employees	38	25	16	16	44%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	31	28	16	19	38%	53%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	47	22	13	9	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	38	19	19	19	44%	48%	
Q6h. I feel that senior managers listen to employees	25	28	22	19	31%	44%	
Q7c. I feel that change is managed well in my organisation	22	31	25	16	28%	42%	

KEY





EXPLORE THE FULL RESULTS

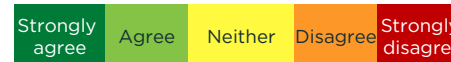
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COMMUNICATION	58% AGGREGATE SCORE					AGREEMENT 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	31	34	9	19		66%	72%
Q5d. My manager encourages and values employee input	38	38		16		75%	73%
Q5e. My manager involves my workgroup in decisions about our work	22	41	22	9		63%	68%
Q6g. I feel that senior managers keep employees informed about what's going on		38	19	19	19	44%	48%
Q6h. I feel that senior managers listen to employees	25		28	22	19	31%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	47	13		13	69%	69%

KEY





EXPLORE THE FULL RESULTS

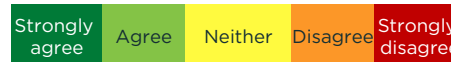
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE					55% AGGREGATE SCORE	AGREEMENT 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	31	41	13	13		72%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	28	47	9	13		75%	79%	
Q3f. I have received appropriate training and development to do my job well	9	34	22	28		44%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	47	16	9		72%	75%	
Q5f. I have confidence in the decisions my manager makes	31	38		19		69%	69%	
Q6d. Senior managers encourage innovation by employees		38	25	16	16	44%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		31	28	16	19	38%	53%	
Q7a. My organisation focuses on improving the work we do	16	47	25		9	63%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges		44	22	19	9	50%	57%	

KEY



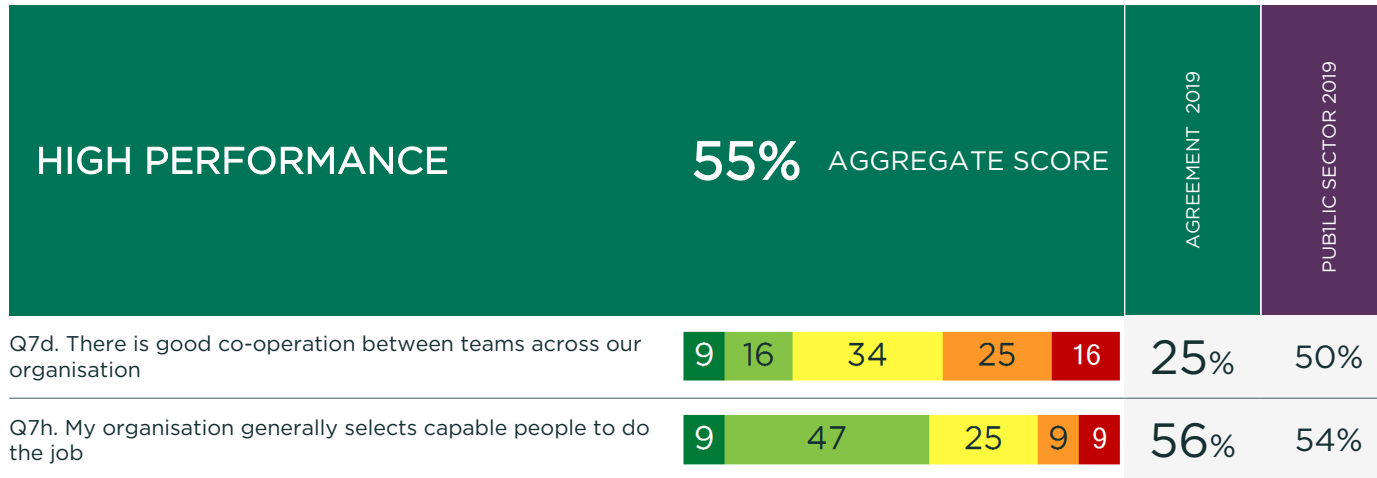


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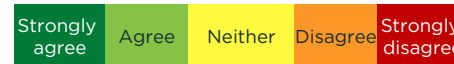
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KEY





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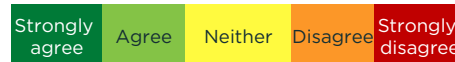
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PUBLIC SECTOR VALUES	55% AGGREGATE SCORE					AGREEMENT 2019	PUBLIC SECTOR 2019
	Strongly agree	Agree	Neither	Disagree	Strongly disagree		
Q2a. My workgroup strives to achieve customer/client satisfaction	38	50	9	2	1	88%	86%
Q2e. People in my workgroup treat each other with respect	28	41	16	9	6	69%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	47	16	9	3	72%	75%
Q5b. My manager listens to what I have to say	41	38	13	6	2	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	34	25	13	6	28%	51%
Q6c. I feel that senior managers model the values of my organisation	13	34	34	13	6	47%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	9	47	22	13	9	56%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	38	19	19	19	6	44%	48%
Q6h. I feel that senior managers listen to employees	25	28	22	19	8	31%	44%

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.

Results are rounded and may not add up to 100%



KEY





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DIVERSITY & INCLUSION

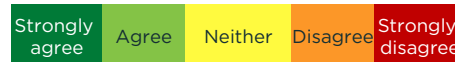
63% AGGREGATE SCORE

AGREEMENT 2019

PUBLIC SECTOR 2019

Q1b. I am provided with the support I need to do my best at work	16	25	28	19	13	41%	67%
Q5b. My manager listens to what I have to say	41	38	13			78%	76%
Q5d. My manager encourages and values employee input	38	38	16			75%	73%
Q6i. Senior managers in my organisation support the career advancement of women	25	31	34	9		56%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	13	41	38			53%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	16	50	28			66%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	47	13	13		69%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	28	38	22	9		66%	59%
Q8e. My manager supports flexible working in my team	34	31	25			66%	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.

Results are rounded and may not add up to 100%

FLEXIBLE WORKING

66% AGGREGATE SCORE

AGREEMENT 2019

PUBLIC LIC SECTOR 2019

Q8d. How satisfied are you with your ability to access and use flexible working arrangements?
Response scale Very satisfied - Very unsatisfied



66%

59%

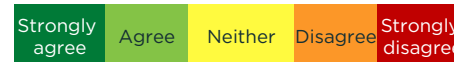
Q8e. My manager supports flexible working in my team



66%

63%

KEY



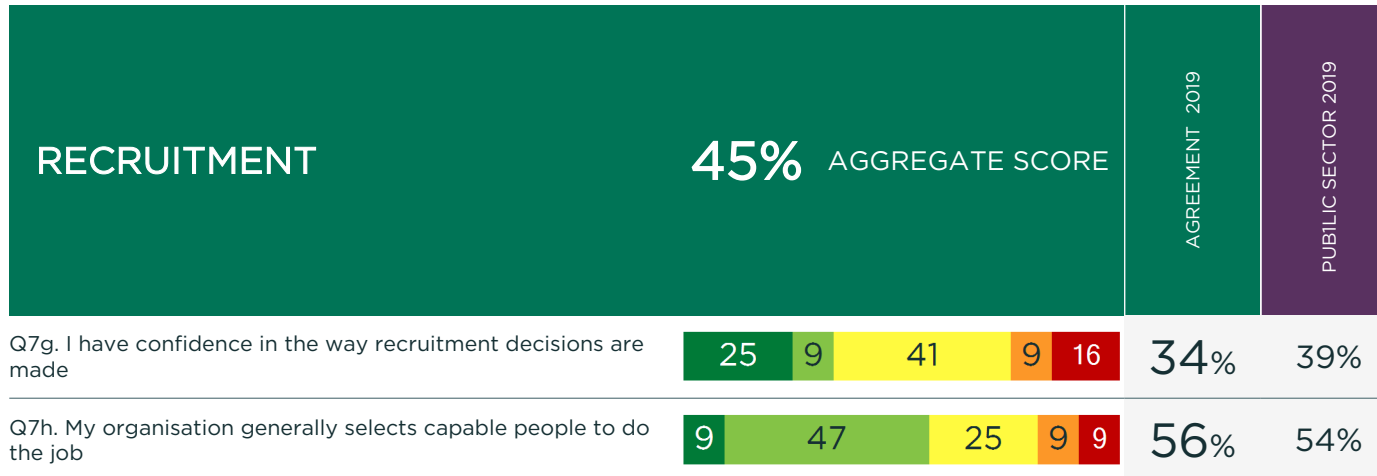


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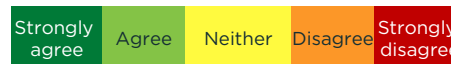
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KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

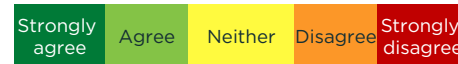
41% AGGREGATE SCORE

AGREEMENT 2019

PUBLIC LIC SECTOR 2019

Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	25	38	22	9	63%	66%
Q3e. My performance is assessed against clear criteria	25	44	19		31%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9	25	31	28	34%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	28	47	13		75%	69%
Q5h. My manager deals appropriately with employees who perform poorly	9	47	25	13	16%	48%
Q7f. My organisation is committed to developing its employees	22	38	22	13	28%	53%

KEY



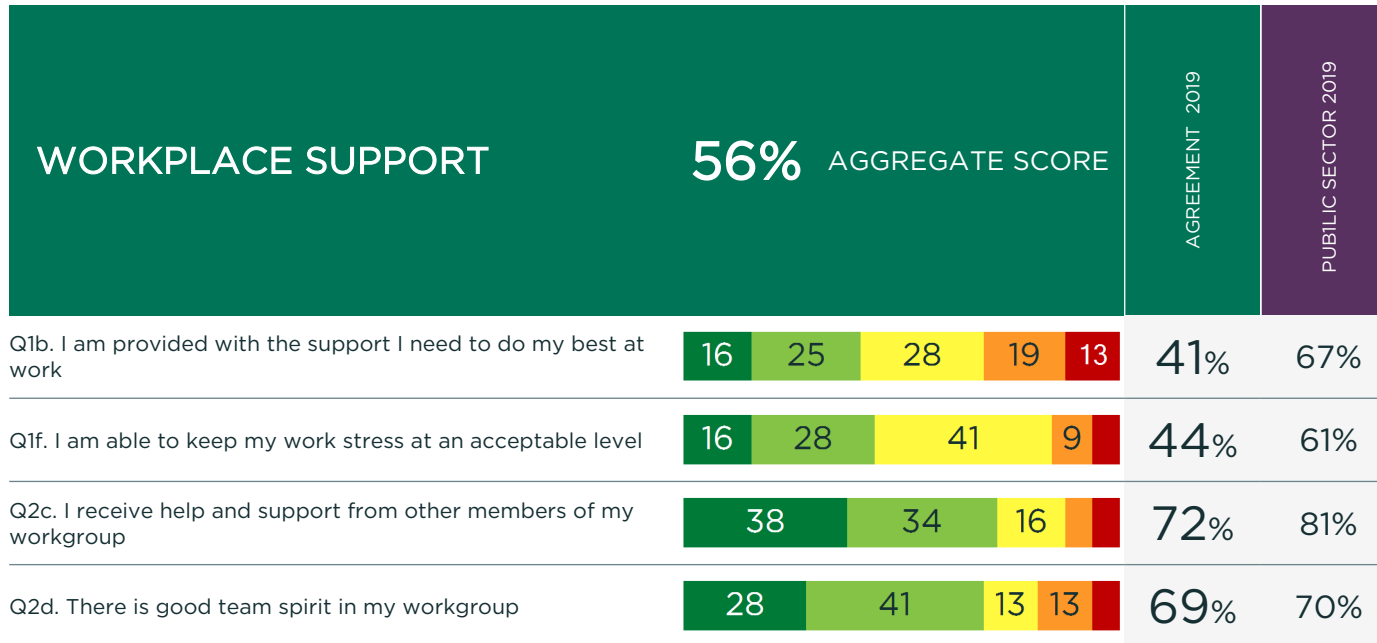


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KEY



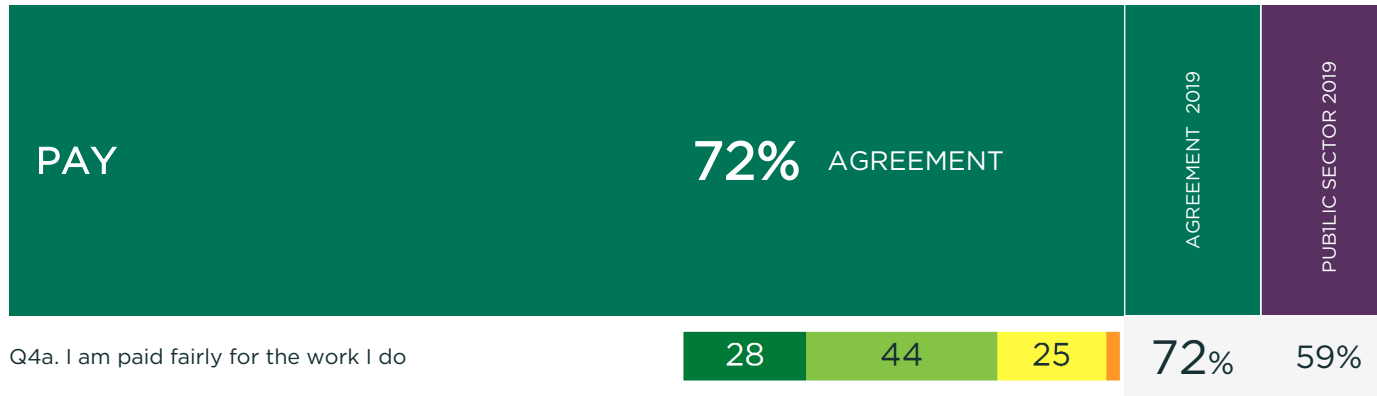


EXPLORE THE FULL RESULTS

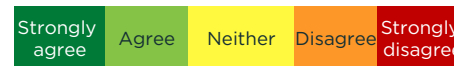
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KEY



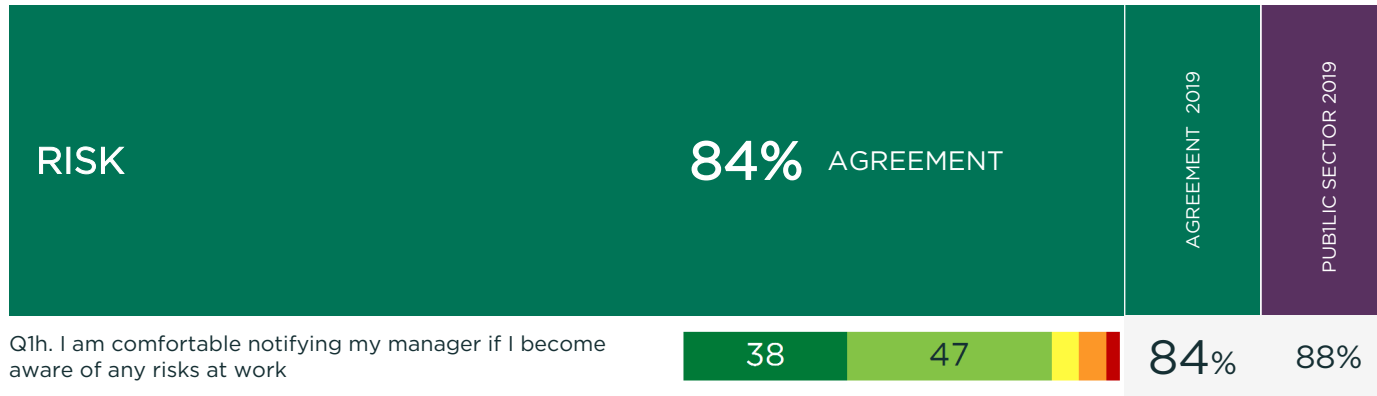


EXPLORE THE FULL RESULTS

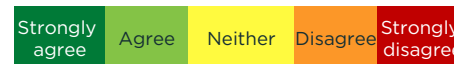
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KEY





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HEALTH & SAFETY

66% AGREEMENT

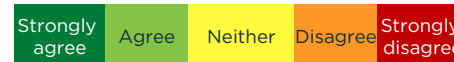
AGREEMENT 2019

PUBLIC LIC SECTOR 2019

Q1g. I know how to address a health and safety issue I have identified



KEY





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Results are rounded and may not add up to 100%

ACTION ON RESULTS

25% AGREEMENT

AGREEMENT 2019

PUBLIC LIC SECTOR 2019

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY





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WORKPLACE CONDUCT

38% AGREEMENT

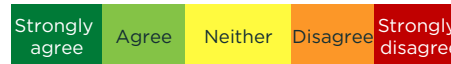
AGREEMENT 2019

PUBLIC LIC SECTOR 2019

Q11a. I have confidence in the ways my organisation resolves grievances



KEY

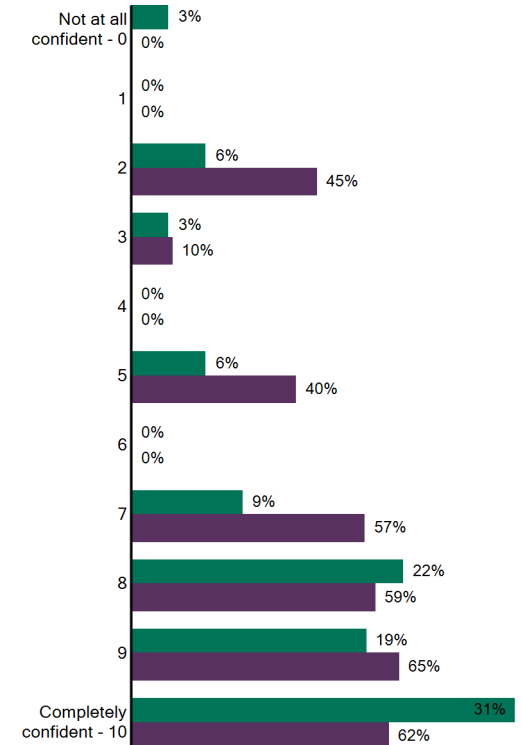
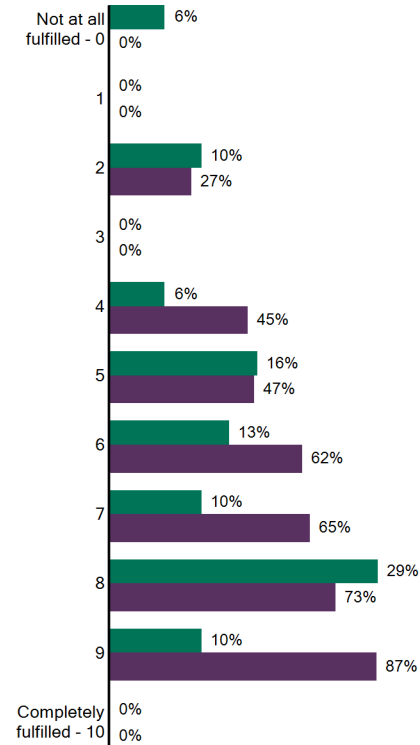
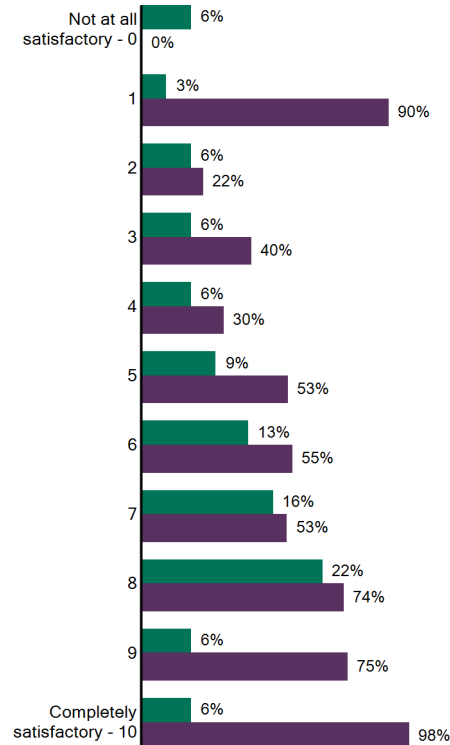


WELLBEING AND ENGAGEMENT

Q1i. In general, my sense of wellbeing is.....

Q1j. I find my life at work fulfilling

Q1k. I am confident that I am contributing my best at work



Proportion of respondents answering each response option

Employee engagement score



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

PUBLIC SECTOR 2019

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



34%

71%

No



66%

29%

Q3b. I have informal feedback conversations with my manager

Yes



75%

76%

No



25%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



34%

60%

No



66%

40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

PUBLIC SECTOR 2019

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		47%	41%
No		53%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

Barrier	2019	Public Sector 2019
Geographic location considerations	40%	25%
Lack of visible opportunities	37%	29%
Lack of promotion opportunities	33%	28%
There are no major barriers to my career progression	30%	29%
Personal/family considerations	30%	29%
Lack of support from my manager/supervisor	20%	13%
Lack of support for temporary assignments/secondments	13%	15%
The application/recruitment process is too cumbersome or time consuming	13%	22%
Insufficient training and development	10%	15%
Lack of required capabilities or experience	7%	11%
Other	0%	9%

% are calculated with the number of unique respondents (N = 30 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		23%	27%
No		58%	56%
Don't know		19%	17%

Q12b. If yes to 12a, 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

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

PUBLIC SECTOR 2019

Q13a. In the last 12 months I have witnessed bullying at work

Yes		25%	33%
No		47%	57%
Don't know		28%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		22%	18%
No		59%	75%
Don't know		19%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

PUBLIC SECTOR 2019

Q13c. 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

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UNACCEPTABLE CONDUCT

2019

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		9%	4%
No		91%	94%
Don't know		0%	2%

Q14b. If yes to 14a, 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)

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

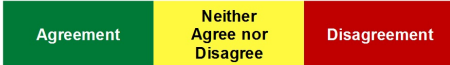
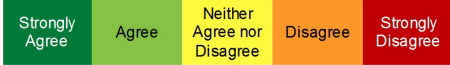
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.