



**2019** | NSW Public Sector  
Employee Survey

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AGENCY REPORT

# Information and Privacy Commission



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## RESPONSE RATE

# 75%

18 OF 24 RESPONDENTS

RESPONSE RATE 2018: 89%

## EMPLOYEE ENGAGEMENT

# 74%



DIFFERENCE FROM 2018 **+29**  
(46%)

DIFFERENCE FROM PUBLIC SECTOR **+8**  
(66%)

## ENGAGEMENT WITH WORK

# 85%



DIFFERENCE FROM 2018 **+33**  
(52%)

DIFFERENCE FROM PUBLIC SECTOR **+13**  
(73%)

## SENIOR MANAGERS

# 82%



DIFFERENCE FROM 2018 **+37**  
(45%)

DIFFERENCE FROM PUBLIC SECTOR **+32**  
(50%)

## COMMUNICATION

# 86%



DIFFERENCE FROM 2018 **+38**  
(48%)

DIFFERENCE FROM PUBLIC SECTOR **+24**  
(62%)

## HIGH PERFORMANCE

# 87%



DIFFERENCE FROM 2018 **+35**  
(52%)

DIFFERENCE FROM PUBLIC SECTOR **+22**  
(65%)

## PUBLIC SECTOR VALUES

# 87%



DIFFERENCE FROM 2018 **+33**  
(55%)

DIFFERENCE FROM PUBLIC SECTOR **+25**  
(62%)

## DIVERSITY & INCLUSION

# 84%



DIFFERENCE FROM 2018 **+30**  
(54%)

DIFFERENCE FROM PUBLIC SECTOR **+15**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 71%



DIFFERENCE FROM 2018 **+27**  
(44%)

DIFFERENCE FROM PUBLIC SECTOR **+12**  
(59%)

## ACTION ON RESULTS

# 71%



DIFFERENCE FROM 2018 **+35**  
(36%)

DIFFERENCE FROM PUBLIC SECTOR **+31**  
(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  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
5a. My manager encourages people in my workgroup to keep improving the work they do	94%	60%
5b. My manager listens to what I have to say	94%	52%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	94%	52%
6i. Senior managers in my organisation support the career advancement of women	94%	60%
5f. I have confidence in the decisions my manager makes	94%	52%
1g. I know how to address a health and safety issue I have identified	89%	72%
1h. I am comfortable notifying my manager if I become aware of any risks at work	89%	-
2a. My workgroup strives to achieve customer/client satisfaction	89%	76%
2b. My workgroup works collaboratively to achieve its objectives	89%	68%
2c. I receive help and support from other members of my workgroup	89%	72%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
5h. My manager deals appropriately with employees who perform poorly	44%	36%
7c. I feel that change is managed well in my organisation	59%	36%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	60%
3e. My performance is assessed against clear criteria	67%	40%
7k. I feel a strong personal attachment to my organisation	71%	36%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	71%	44%
8e. My manager supports flexible working in my team	71%	48%
10a. I believe action will be taken on the results from this survey by my organisation	71%	36%
11a. I have confidence in the ways my organisation resolves grievances	71%	24%
3g. I am satisfied with the opportunities available for career development in my organisation	72%	25%



### 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

**Q5h.** My manager deals appropriately with employees who perform poorly



**Q3d.** In the last 12 months I received useful feedback on my work to enable me to deliver required results



**Q7c.** I feel that change is managed well in my organisation



**Q8e.** My manager supports flexible working in my team



**Q1f.** I am able to keep my work stress at an acceptable level



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q5h.** My manager deals appropriately with employees who perform poorly



**Q3d.** In the last 12 months I received useful feedback on my work to enable me to deliver required results



**Q7c.** I feel that change is managed well in my organisation



**Q8e.** My manager supports flexible working in my team



**Q1f.** I am able to keep my work stress at an acceptable level



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q5h.** My manager deals appropriately with employees who perform poorly



**Q3d.** In the last 12 months I received useful feedback on my work to enable me to deliver required results



**Q7c.** I feel that change is managed well in my organisation



**Q8e.** My manager supports flexible working in my team



**Q1f.** I am able to keep my work stress at an acceptable level



## 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.

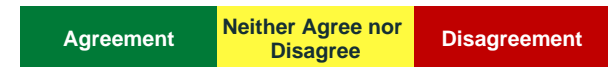
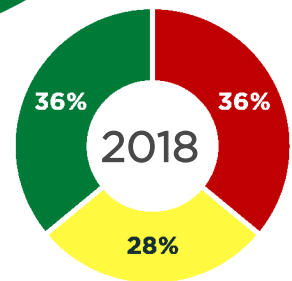
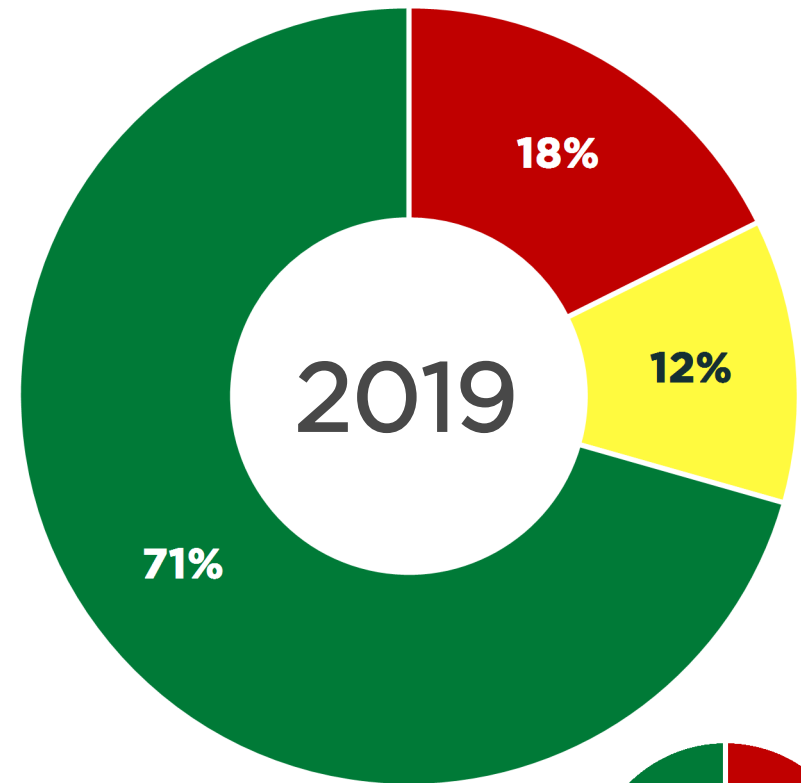
Results are rounded and may not add up to 100%

# 71%

of employees replied favourably to:

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

<b>39%</b>	<b>0%</b>	<b>36%</b>
SECTOR	CLUSTER	2018



# 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 2018	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>88%</b>	40%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>88%</b>	68%	69%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>88%</b>	40%	52%
<b>4</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>88%</b>	40%	51%
<b>5</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>76%</b>	40%	47%
<b>6</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>76%</b>	44%	44%





## EXPLORE THE FULL RESULTS

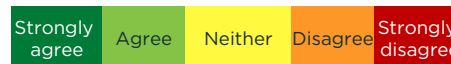
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	74% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	29	47	18	76%	36%	62%
Q7j. I am proud to tell others I work for my organisation	29	59		88%	40%	70%
Q7k. I feel a strong personal attachment to my organisation	24	47	18	71%	36%	64%
Q7l. My organisation motivates me to help it achieve its objectives	29	53	12	82%	44%	56%
Q7m. My organisation inspires me to do the best in my job	41	35	18	76%	40%	56%

KEY





## EXPLORE THE FULL RESULTS

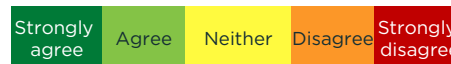
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	85% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	56	28	11	83%	52%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	50	39	11	89%	52%	72%
Q1e. I am satisfied with my job	44	39	17	83%	52%	69%

KEY





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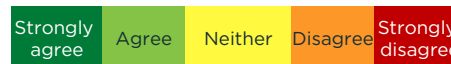
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SENIOR MANAGERS	82% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
Q6a. I believe senior managers provide clear direction for the future of the organisation	47	41	88%	40%	51%	
Q6b. I feel that senior managers effectively lead and manage change	41	35	18	76%	40%	47%
Q6c. I feel that senior managers model the values of my organisation	47	41	88%	40%	52%	
Q6d. Senior managers encourage innovation by employees	29	53	82%	42%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	41	53	94%	52%	53%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	47	12	82%	60%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	35	53	88%	48%	48%	
Q6h. I feel that senior managers listen to employees	41	35	18	76%	44%	44%
Q7c. I feel that change is managed well in my organisation	29	29	29	59%	36%	42%

### KEY





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COMMUNICATION	86% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q5c. My manager communicates effectively with me	47	41	12	88%	44%	72%
Q5d. My manager encourages and values employee input	63	25	13	88%	52%	73%
Q5e. My manager involves my workgroup in decisions about our work	50	38	13	88%	48%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	35	53		88%	48%	48%
Q6h. I feel that senior managers listen to employees	41	35	18	76%	44%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	59	12	88%	52%	69%

KEY





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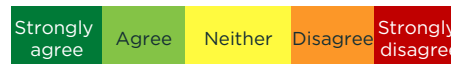
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	HIGH PERFORMANCE		87% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	72	17		89%	56%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	67	22		89%	68%	79%
Q3f. I have received appropriate training and development to do my job well	44	33	11	78%	28%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	59	35		94%	60%	75%
Q5f. I have confidence in the decisions my manager makes	56	38		94%	52%	69%
Q6d. Senior managers encourage innovation by employees	29	53		82%	42%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	41	53		94%	52%	53%
Q7a. My organisation focuses on improving the work we do	53	35		88%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	35	53		88%	48%	57%

KEY



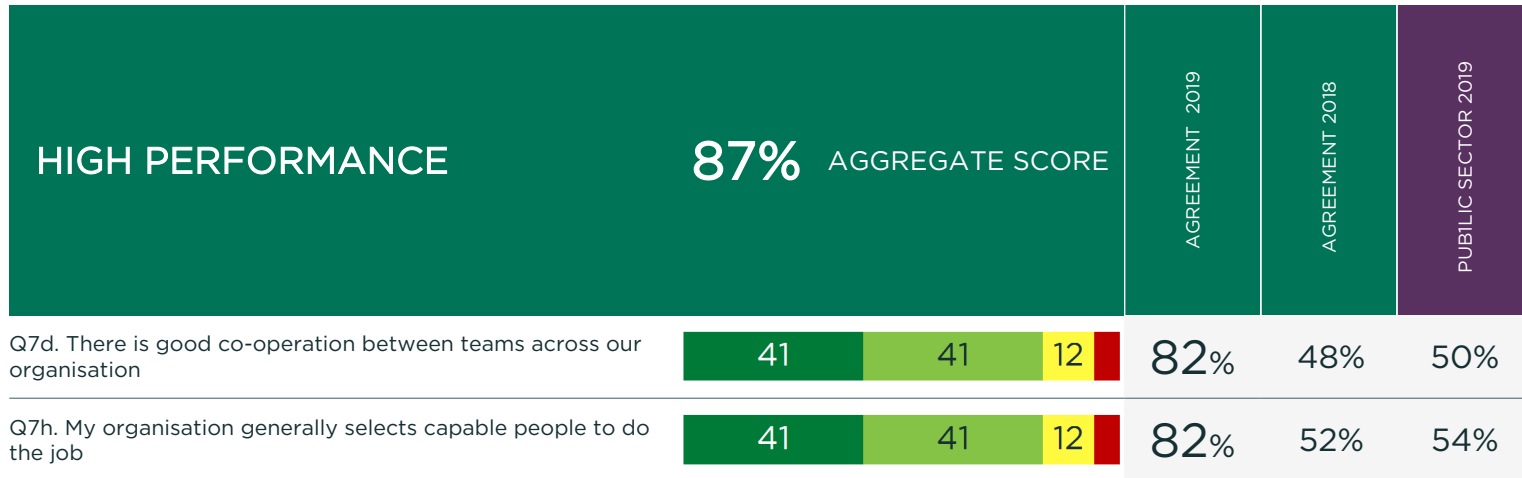


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KEY





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PUBLIC SECTOR VALUES	87% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	67	22	89%	76%
Q2e. People in my workgroup treat each other with respect	72	17	89%	72%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	59	35	94%	60%	75%
Q5b. My manager listens to what I have to say	59	35	94%	52%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	47	41	88%	40%	51%
Q6c. I feel that senior managers model the values of my organisation	47	41	88%	40%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	35	47	82%	60%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	35	53	88%	48%	48%
Q6h. I feel that senior managers listen to employees	41	35	76%	44%	44%

KEY



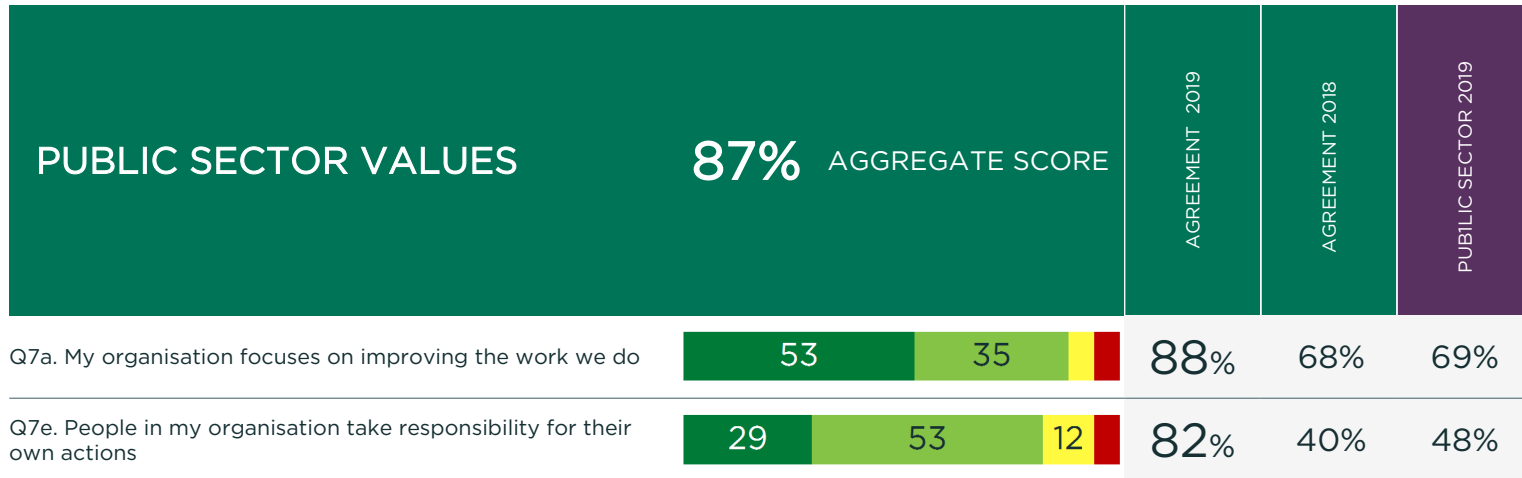


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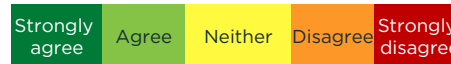
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DIVERSITY & INCLUSION	84% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	44	33	17	78%	44%	67%
Q5b. My manager listens to what I have to say	59	35		94%	52%	76%
Q5d. My manager encourages and values employee input	63	25	13	88%	52%	73%
Q6i. Senior managers in my organisation support the career advancement of women	71	24		94%	60%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	41	47	12	88%	60%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	41	47	12	88%	76%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	59	12	88%	52%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	35	18	71%	44%	59%
Q8e. My manager supports flexible working in my team	47	24	24	71%	48%	63%

KEY



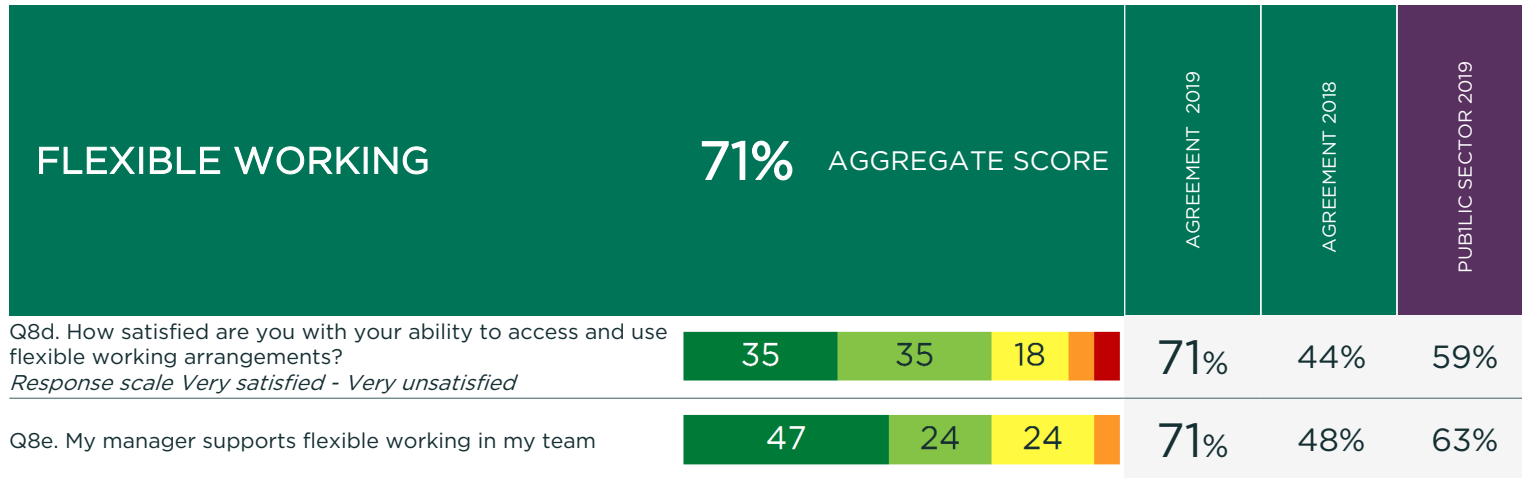


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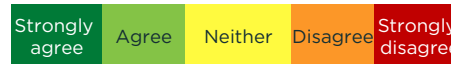
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KEY



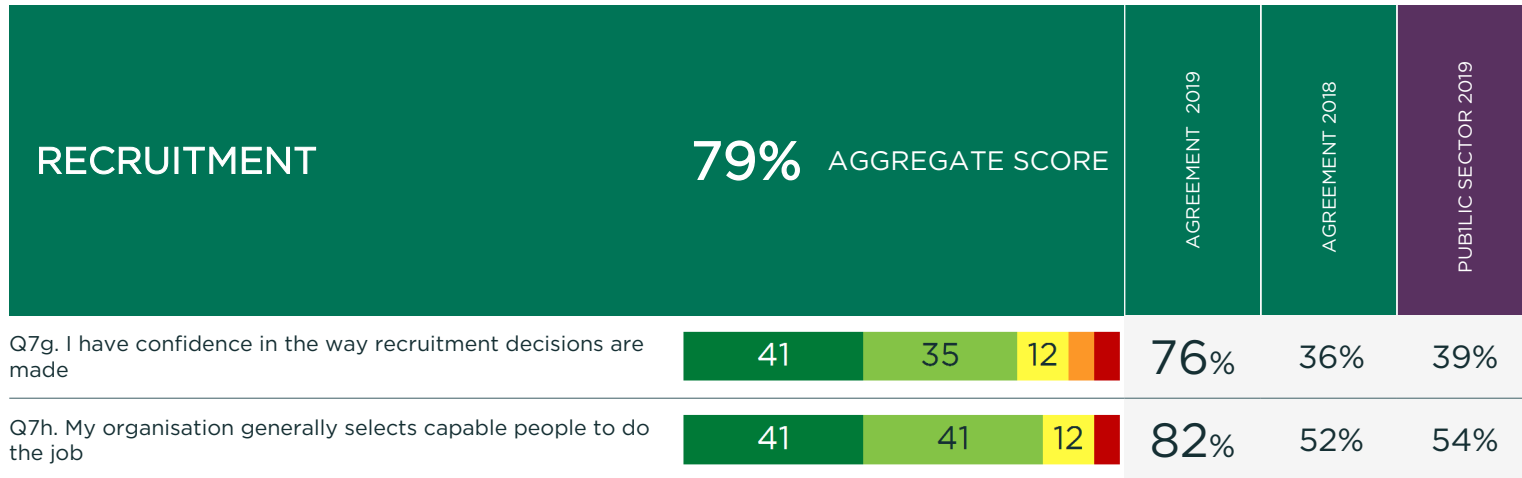


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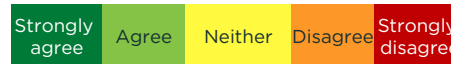
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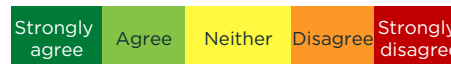
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**70%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		67%	60%	66%
Q3e. My performance is assessed against clear criteria		67%	40%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		72%	25%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		81%	48%	69%
Q5h. My manager deals appropriately with employees who perform poorly		44%	36%	48%
Q7f. My organisation is committed to developing its employees		88%	40%	53%

KEY





## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	83% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	44	33	17	78%	44%	67%
Q1f. I am able to keep my work stress at an acceptable level	28	50	22	78%	36%	61%
Q2c. I receive help and support from other members of my workgroup	67	22	11	89%	72%	81%
Q2d. There is good team spirit in my workgroup	72	17		89%	56%	70%

KEY



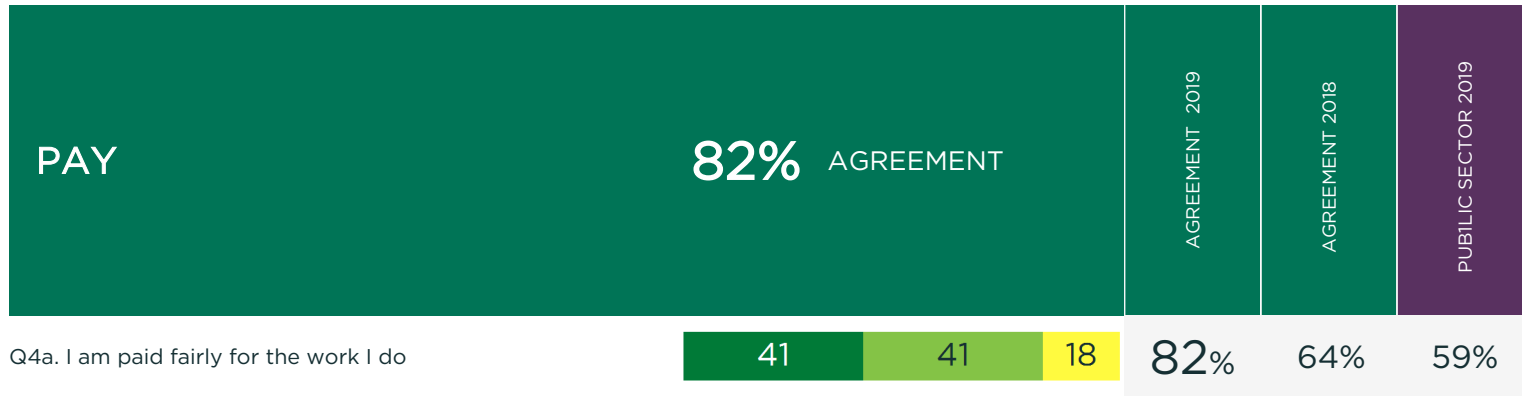


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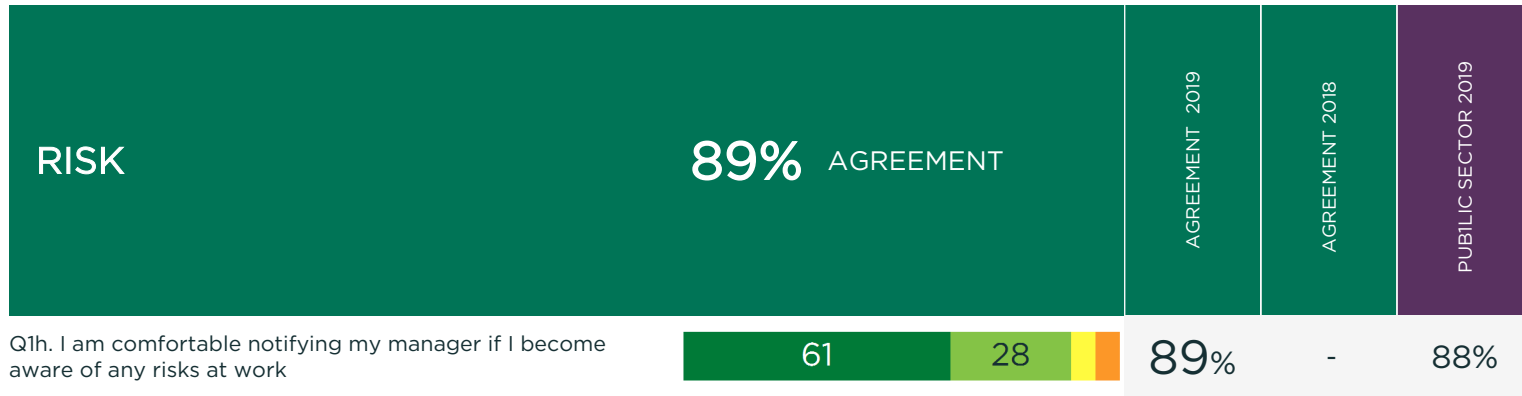


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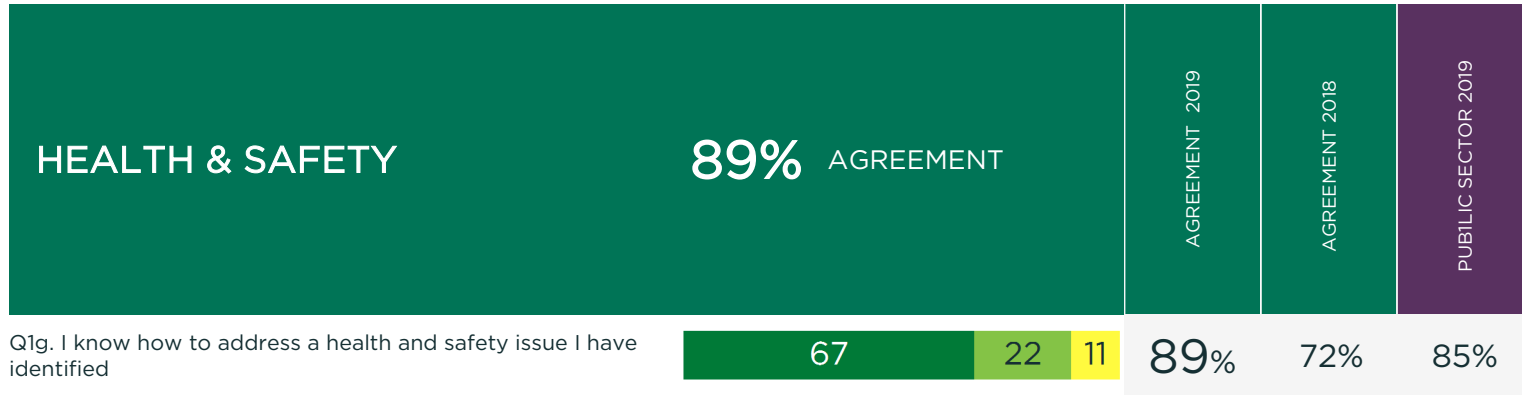


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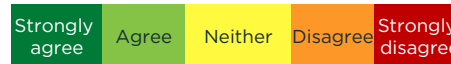
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## ACTION ON RESULTS

71% AGREEMENT

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



KEY





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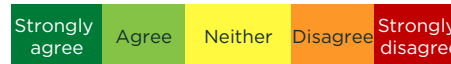
## WORKPLACE CONDUCT

71% AGREEMENT

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



KEY





## WELLBEING AND ENGAGEMENT

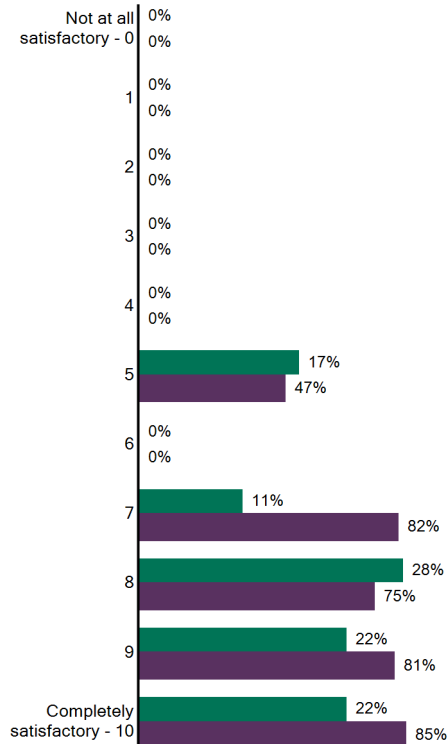
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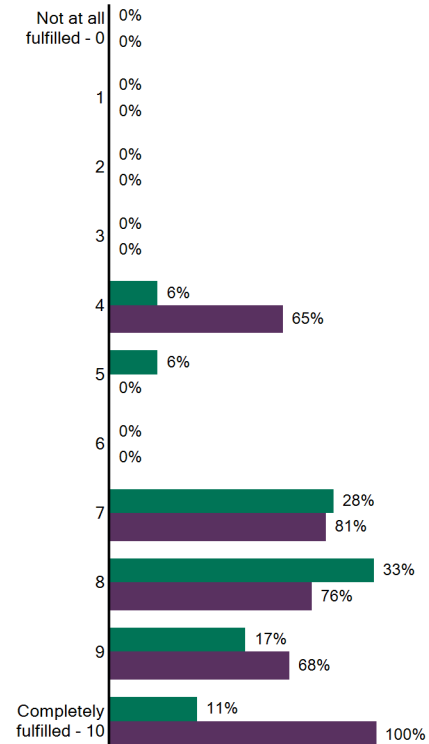
This compares Wellbeing to Engagement.

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



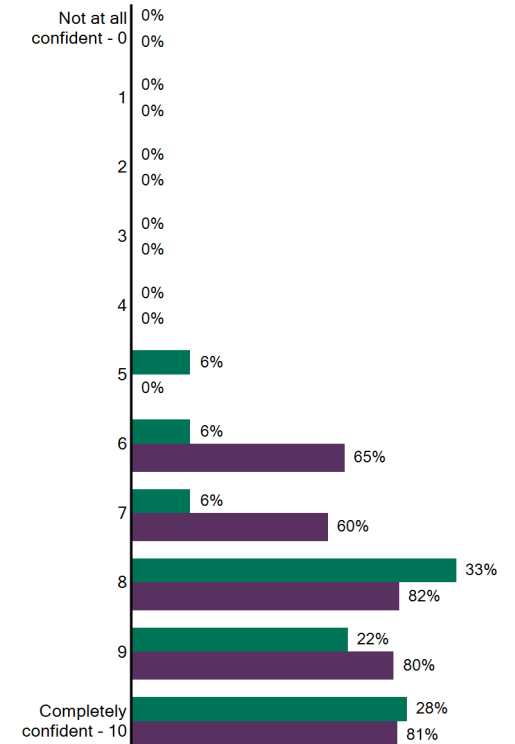
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

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





## 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

2018

PUBLIC SECTOR 2019

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

Yes



61%

88%

71%

No



39%

12%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



89%

84%

76%

No



11%

16%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



78%

80%

60%

No



22%

20%

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

2018

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		39%	67%	41%
No		61%	33%	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

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
There are no major barriers to my career progression		53%	17%	29%
Lack of promotion opportunities		41%	42%	28%
Lack of required capabilities or experience		24%	8%	11%
Lack of visible opportunities		18%	33%	29%
The application/recruitment process is too cumbersome or time consuming		18%	17%	22%
Geographic location considerations		6%	17%	25%
Personal/family considerations		6%	29%	29%
Other		6%	8%	9%
Lack of support from my manager/supervisor		0%	33%	13%
Insufficient training and development		0%	21%	15%
Lack of support for temporary assignments/secondments		0%	38%	15%

% are calculated with the number of unique respondents (N = 17 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

2018

PUBLIC SECTOR 2019

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

Yes		0%	32%	27%
No		76%	44%	56%
Don't know		24%	24%	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

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		13%	56%	33%
No		69%	36%	57%
Don't know		19%	8%	10%

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

Yes		18%	24%	18%
No		71%	68%	75%
Don't know		12%	8%	7%





## 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

2018

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

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
Yes		0%	-	4%
No		88%	88%	94%
Don't know		13%	12%	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

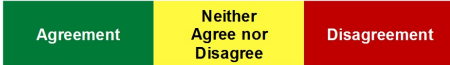
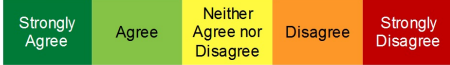
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.