



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Office of the Children's Guardian



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RESPONSE RATE

95%

165 OF 173 RESPONDENTS

RESPONSE RATE 2018: 89%

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2018 **+1**
(71%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(66%)

ENGAGEMENT WITH WORK

76%

DIFFERENCE FROM 2018 **+2**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(73%)

SENIOR MANAGERS

58%

DIFFERENCE FROM 2018 **+5**
(53%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(50%)

COMMUNICATION

71%

DIFFERENCE FROM 2018 **+7**
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(62%)

HIGH PERFORMANCE

72%

DIFFERENCE FROM 2018 **+5**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(65%)

PUBLIC SECTOR VALUES

70%

DIFFERENCE FROM 2018 **+4**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(62%)

DIVERSITY & INCLUSION

78%

DIFFERENCE FROM 2018 **+4**
(75%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(69%)

FLEXIBLE WORKING SATISFACTION

73%

DIFFERENCE FROM 2018 **+5**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+14**
(59%)

ACTION ON RESULTS

67%

DIFFERENCE FROM 2018 **-10**
(78%)

DIFFERENCE FROM PUBLIC SECTOR **+28**
(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
1a. I understand what is expected of me to do well in my role	91%	86%
1h. I am comfortable notifying my manager if I become aware of any risks at work	91%	-
2c. I receive help and support from other members of my workgroup	90%	94%
2a. My workgroup strives to achieve customer/client satisfaction	90%	90%
5b. My manager listens to what I have to say	85%	80%
2b. My workgroup works collaboratively to achieve its objectives	85%	84%
8e. My manager supports flexible working in my team	85%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	77%
5g. My manager provides acknowledgement or other recognition for the work I do	84%	64%
2e. People in my workgroup treat each other with respect	84%	88%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	44%	33%
7g. I have confidence in the way recruitment decisions are made	47%	37%
5h. My manager deals appropriately with employees who perform poorly	48%	38%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	42%
6b. I feel that senior managers effectively lead and manage change	53%	50%
6h. I feel that senior managers listen to employees	53%	53%
6d. Senior managers encourage innovation by employees	55%	50%
6g. I feel that senior managers keep employees informed about what's going on	56%	56%
7e. People in my organisation take responsibility for their own actions	57%	48%
7d. There is good co-operation between teams across our organisation	58%	44%



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'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3e. My performance is assessed against clear criteria	67%	39%
5g. My manager provides acknowledgement or other recognition for the work I do	84%	64%
5e. My manager involves my workgroup in decisions about our work	79%	62%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	79%	65%
5c. My manager communicates effectively with me	82%	68%
7d. There is good co-operation between teams across our organisation	58%	44%
5a. My manager encourages people in my workgroup to keep improving the work they do	81%	68%
11a. I have confidence in the ways my organisation resolves grievances	44%	33%
7f. My organisation is committed to developing its employees	60%	49%
6c. I feel that senior managers model the values of my organisation	62%	52%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	67%	78%
7b. My organisation is making the necessary improvements to meet our future challenges	68%	76%
1b. I am provided with the support I need to do my best at work	71%	75%
2e. People in my workgroup treat each other with respect	84%	88%
2c. I receive help and support from other members of my workgroup	90%	94%
1d. I feel motivated to contribute more than what is normally required at work	73%	74%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



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



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)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 165

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	23	Senior Executive (ongoing/permanent or term)	4	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22
Female	77	Ongoing/Permanent (other than senior executive)	73	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)	12
Other	1	Temporary (including temporary teachers and graduates)	11	Administrative support (e.g. executive/personal assistant, receptionist)	6
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11
		Contract – Non Executive	6	Policy	4
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	0
		Other	1	Program and project management support	12
		Don't know	1	Legal (including developing and/or reviewing legislation)	3
				Other	29
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	30	Yes	7	Less than 1 year	25
35 - 54 years	58	No	93	1 - 2 years	14
55+ years	12			2 - 5 years	24
		Supervisors	Survey %	5 - 10 years	30
		Yes	26	10 - 20 years	6
		No	74	More than 20 years	0
		Working arrangement	Survey %		
		Full-time	88	Salary	Survey %
		Part-time	12	\$83,402 and below	17
				\$83,403 - \$108,043	37
				\$108,044 - \$144,520	32
				\$144,521 and above	7
				Prefer not to say	8
LOTE spoken at home	Survey %				
Yes	23				
No	73				
Prefer not to say	4				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	91				
Prefer not to say	7				
Disability	Survey %				
Yes	3				
No	93				
Prefer not to say	4				
LGBTI	Survey %				
Yes	5				
No	91				
Prefer not to say	4				

Results are rounded and may not add up to 100%



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%

67%

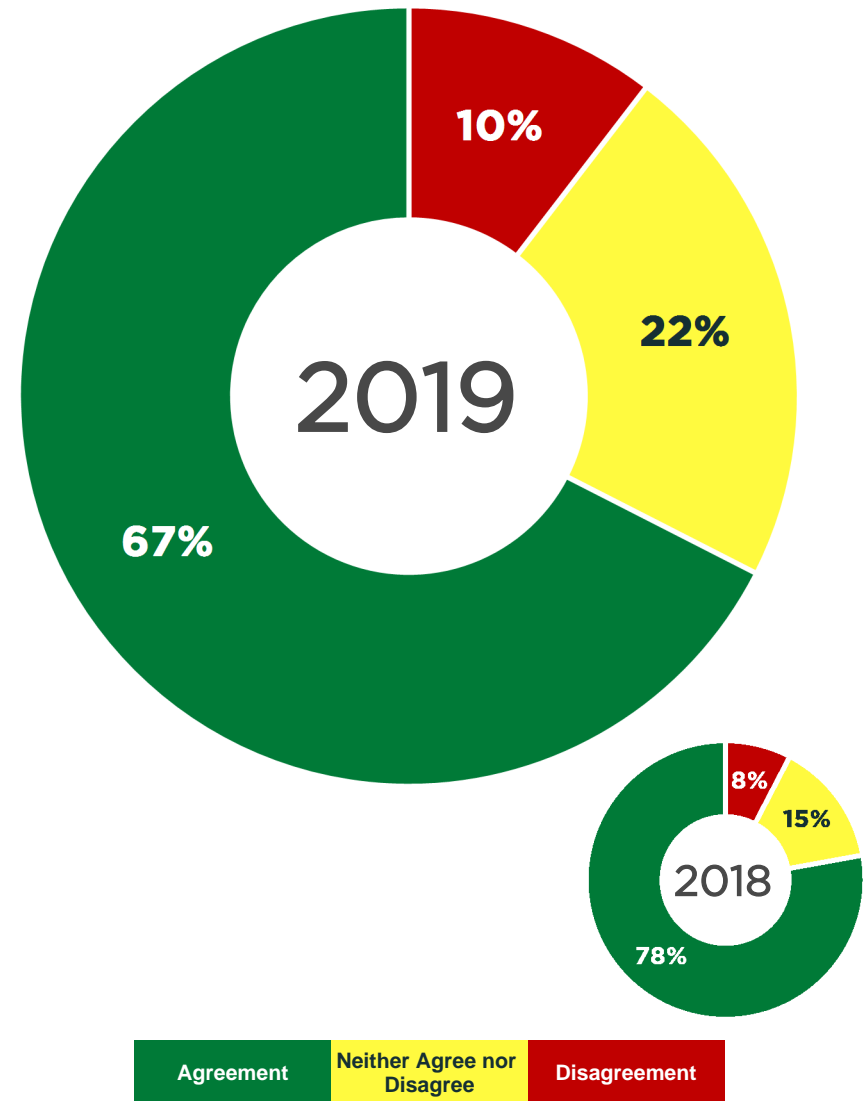
of employees replied favourably to:

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

39%
SECTOR

0%
CLUSTER

78%
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
1	Q7g. I have confidence in the way recruitment decisions are made	47%	37%	39%
2	Q6h. I feel that senior managers listen to employees	53%	53%	44%
3	Q6d. Senior managers encourage innovation by employees	55%	50%	51%
4	Q6a. I believe senior managers provide clear direction for the future of the organisation	59%	52%	51%
5	Q6c. I feel that senior managers model the values of my organisation	62%	52%	52%
6	Q7h. My organisation generally selects capable people to do the job	66%	67%	54%



EXPLORE THE FULL RESULTS

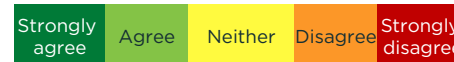
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Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	27	52	14	79%	71%	62%
Q7j. I am proud to tell others I work for my organisation	33	49	12	82%	81%	70%
Q7k. I feel a strong personal attachment to my organisation	26	44	23	69%	66%	64%
Q7l. My organisation motivates me to help it achieve its objectives	23	47	22	70%	65%	56%
Q7m. My organisation inspires me to do the best in my job	22	46	23	68%	62%	56%

KEY



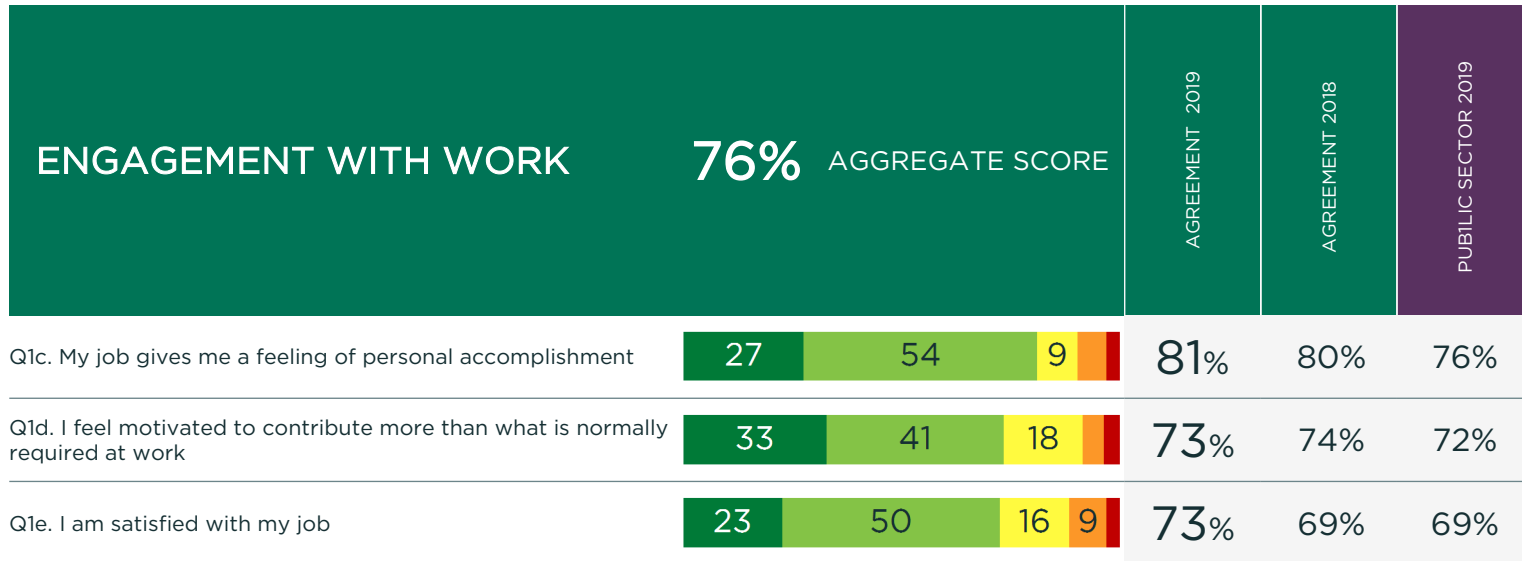


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KEY





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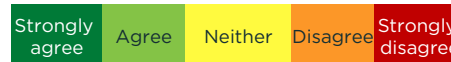
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SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	46	22	11	8	59%	52%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	41	23	13	12	53%	50%	47%
Q6c. I feel that senior managers model the values of my organisation	13	49	16	13	9	62%	52%	52%
Q6d. Senior managers encourage innovation by employees	11	44	24	12	9	55%	50%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	46	21	10	8	61%	51%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	49	21	10		62%	58%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	13	43	23	14		56%	56%	48%
Q6h. I feel that senior managers listen to employees	12	41	21	14	12	53%	53%	44%
Q7c. I feel that change is managed well in my organisation	18	44	23	10		62%	58%	42%

KEY





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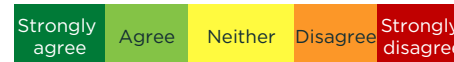
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COMMUNICATION	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019			
Q5c. My manager communicates effectively with me	36	45	13	82%	68%	72%		
Q5d. My manager encourages and values employee input	36	44	14	80%	72%	73%		
Q5e. My manager involves my workgroup in decisions about our work	33	46	15	79%	62%	68%		
Q6g. I feel that senior managers keep employees informed about what's going on	13	43	23	14	56%	56%	48%	
Q6h. I feel that senior managers listen to employees	12	41	21	14	12	53%	53%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	48	12	78%	77%	69%		

KEY





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	72% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	35	57				91%	86%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	35	50	8			85%	84%	79%
Q3f. I have received appropriate training and development to do my job well	15	48	23	7		63%	54%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	47	13			81%	68%	75%
Q5f. I have confidence in the decisions my manager makes	35	46	11			81%	71%	69%
Q6d. Senior managers encourage innovation by employees	11	44	24	12	9	55%	50%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	46	21	10	8	61%	51%	53%
Q7a. My organisation focuses on improving the work we do	29	53	13			82%	80%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	22	46	22	9		68%	76%	57%

KEY



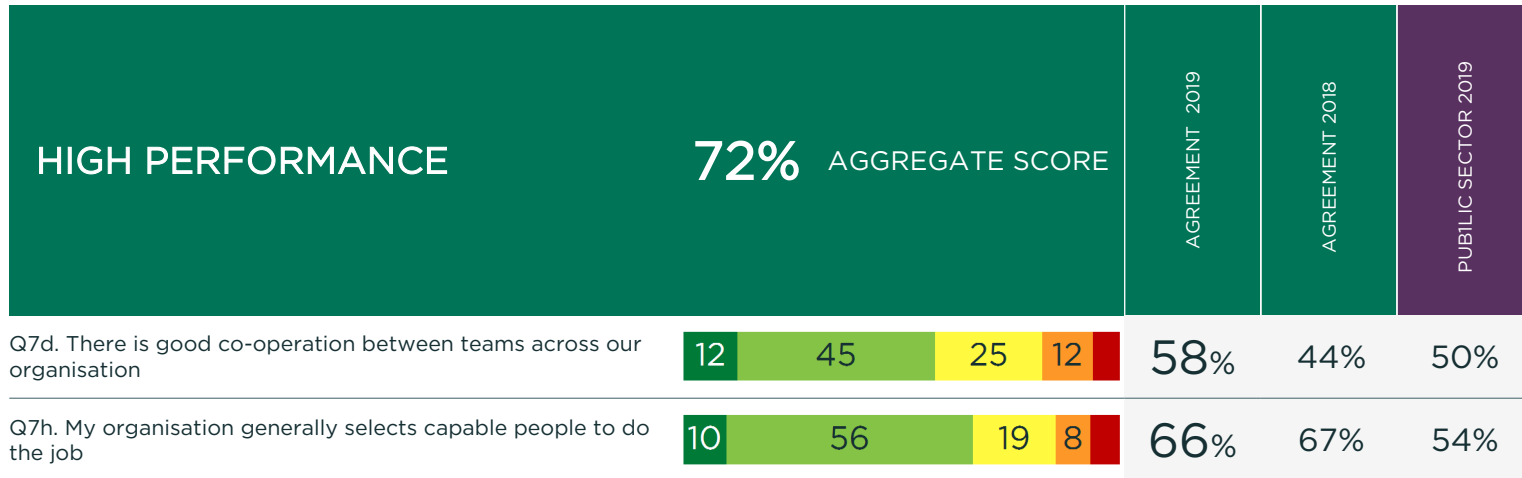


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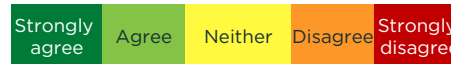
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PUBLIC SECTOR VALUES	70% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	42	48	7			90%	90%
Q2e. People in my workgroup treat each other with respect	45	40	11			84%	88%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	47	13			81%	68%	75%
Q5b. My manager listens to what I have to say	40	45	8			85%	80%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	46	22	11	8	59%	52%	51%
Q6c. I feel that senior managers model the values of my organisation	13	49	16	13	9	62%	52%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	49	21	10		62%	58%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	13	43	23	14		56%	56%	48%
Q6h. I feel that senior managers listen to employees	12	41	21	14	12	53%	53%	44%

KEY



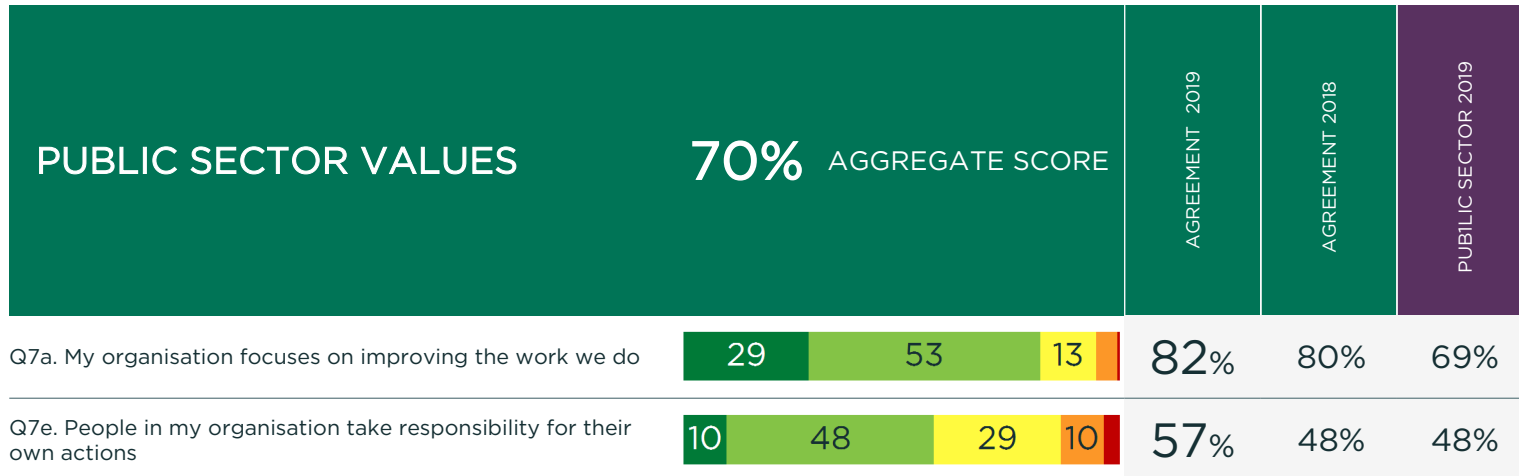


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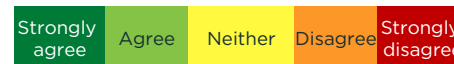
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KEY





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DIVERSITY & INCLUSION	78% 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	23	48	18	9	71%	75%	67%
Q5b. My manager listens to what I have to say	40	45	8		85%	80%	76%
Q5d. My manager encourages and values employee input	36	44	14		80%	72%	73%
Q6i. Senior managers in my organisation support the career advancement of women	23	42	21	7	65%	64%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	39	46	13		85%	77%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	35	49	10		84%	83%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	48	12		78%	77%	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	44	19		73%	68%	59%
Q8e. My manager supports flexible working in my team	39	47	9		85%	75%	63%

KEY



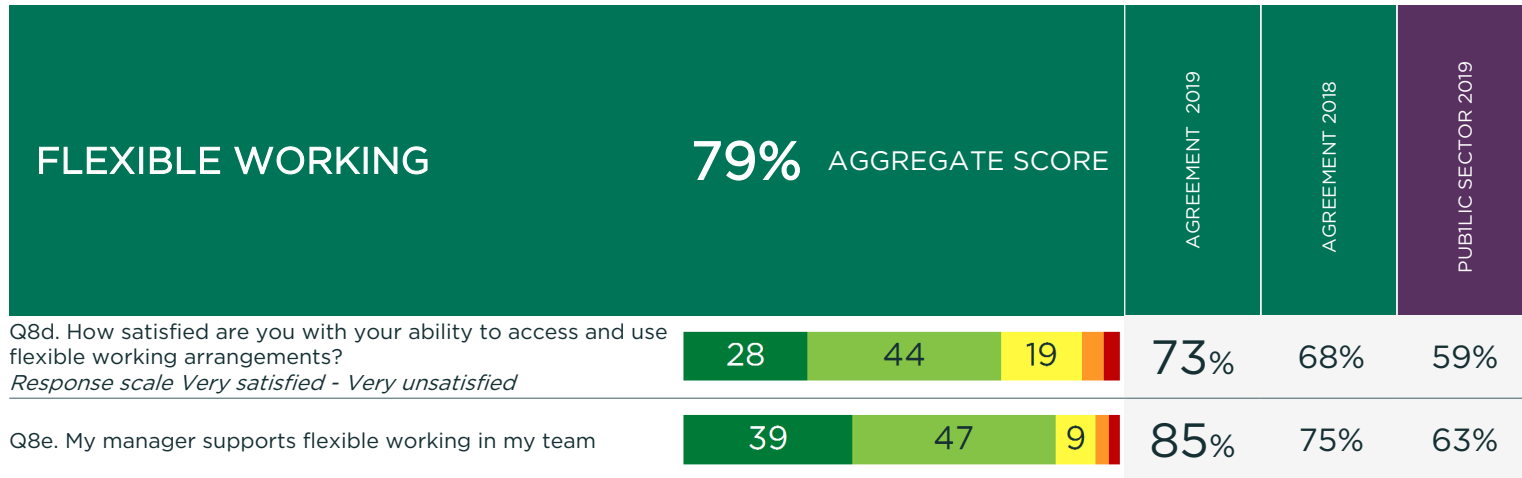


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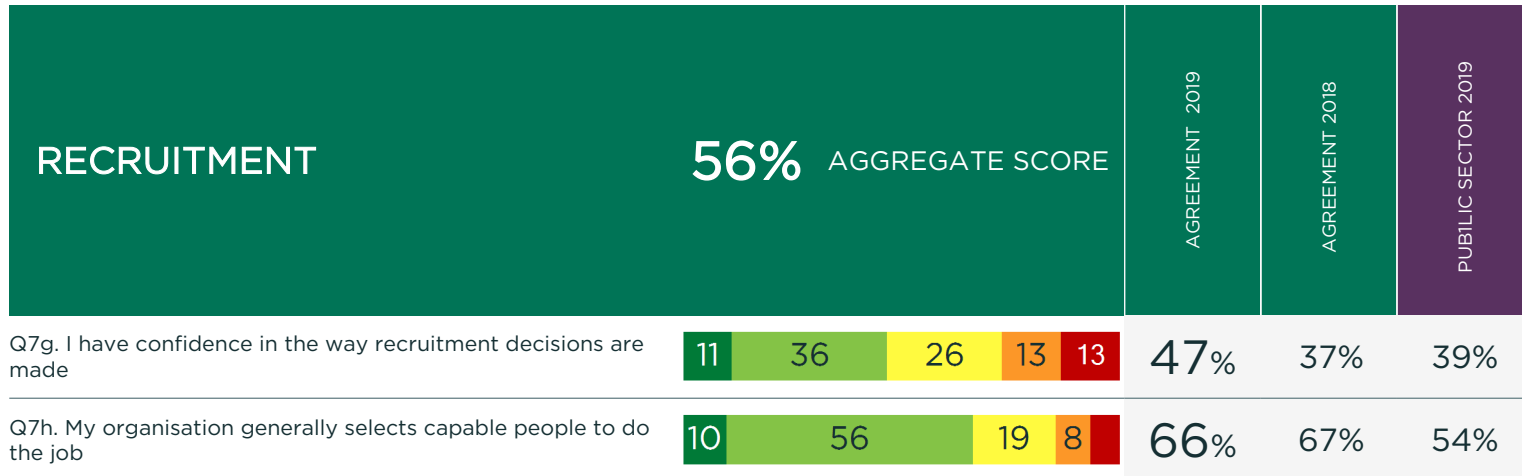


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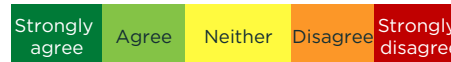
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PERFORMANCE FRAMEWORK & DEVELOPMENT

65% 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		79%	65%	66%
Q3e. My performance is assessed against clear criteria		67%	39%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		51%	42%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		84%	64%	69%
Q5h. My manager deals appropriately with employees who perform poorly		48%	38%	48%
Q7f. My organisation is committed to developing its employees		60%	49%	53%

KEY





EXPLORE THE FULL RESULTS

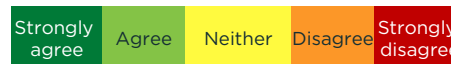
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	80% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	48	18	9	71%	75%	67%
Q1f. I am able to keep my work stress at an acceptable level	20	58	12		77%	77%	61%
Q2c. I receive help and support from other members of my workgroup	47	43			90%	94%	81%
Q2d. There is good team spirit in my workgroup	41	42	9		83%	80%	70%

KEY



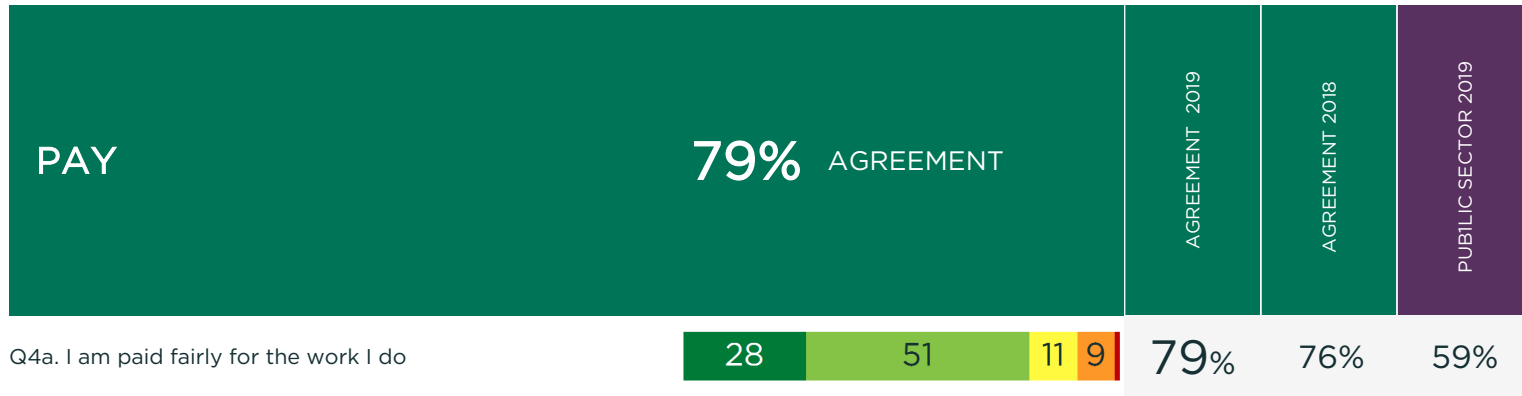


EXPLORE THE FULL RESULTS

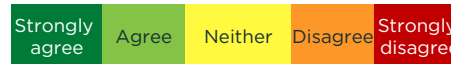
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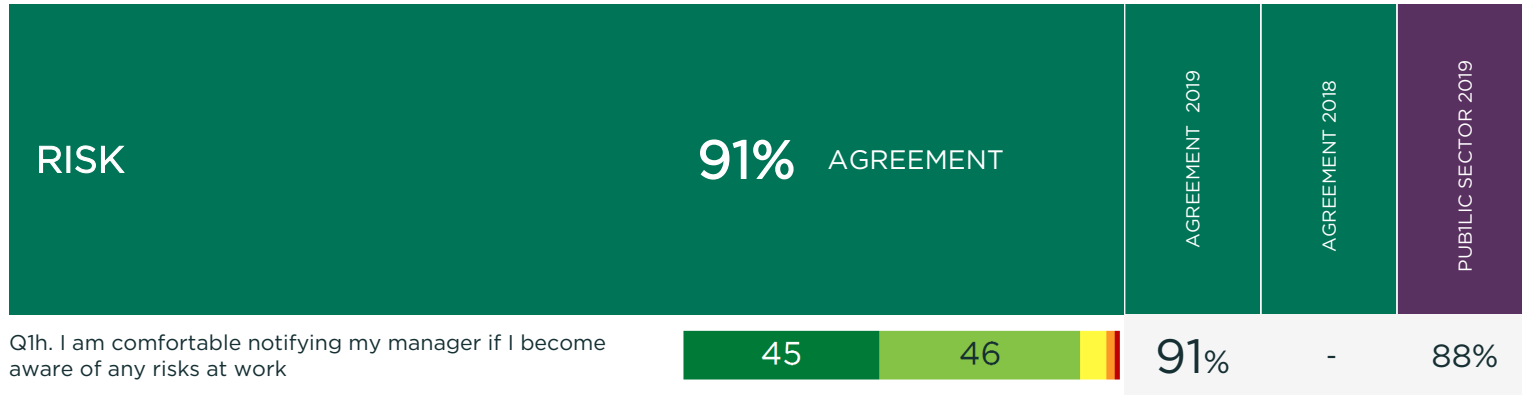


EXPLORE THE FULL RESULTS

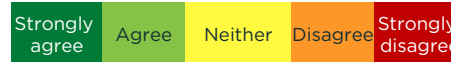
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Results are rounded and may not add up to 100%



KEY



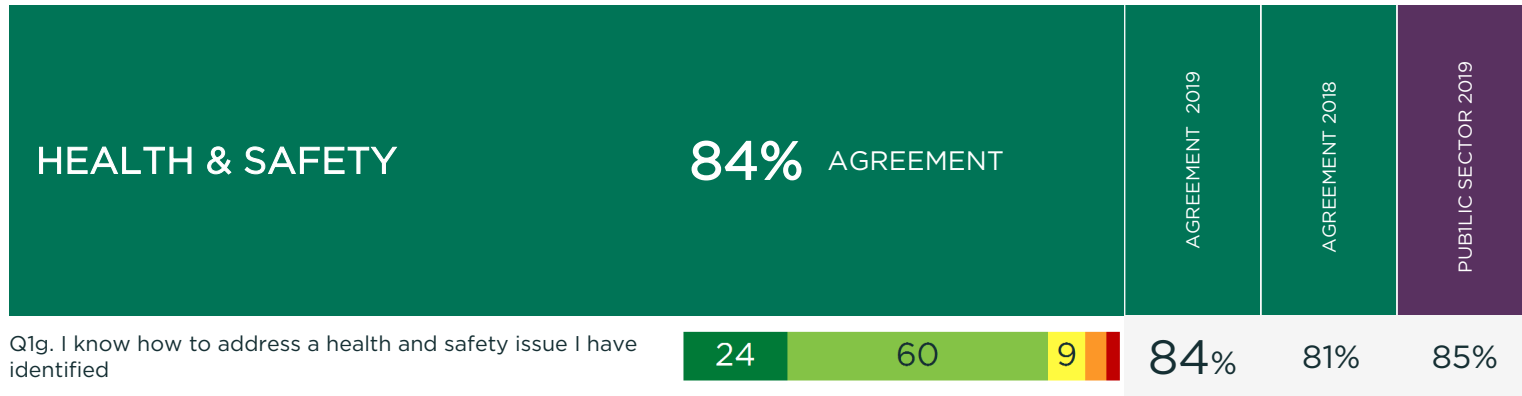


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

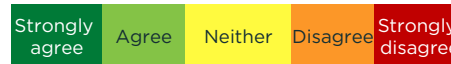
ACTION ON RESULTS

67% AGREEMENT

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

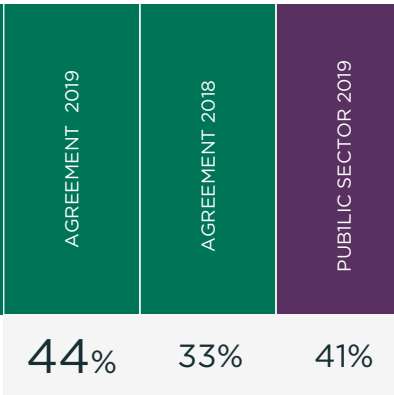
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

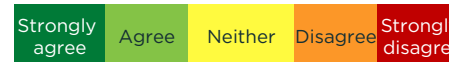
WORKPLACE CONDUCT

44% AGREEMENT

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



KEY



WELLBEING AND ENGAGEMENT



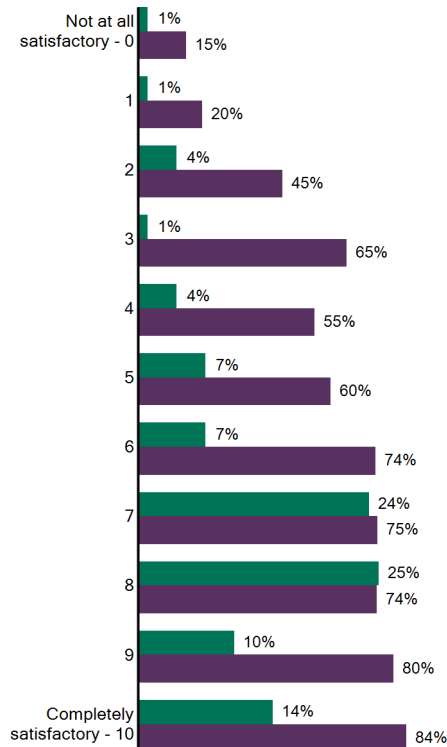
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

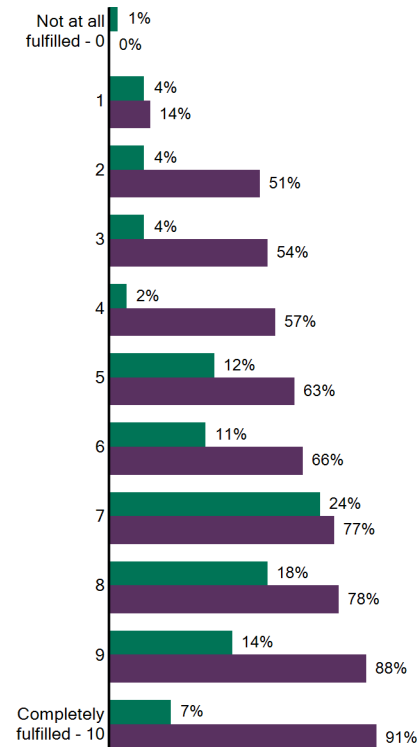
This compares Wellbeing to Engagement.

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



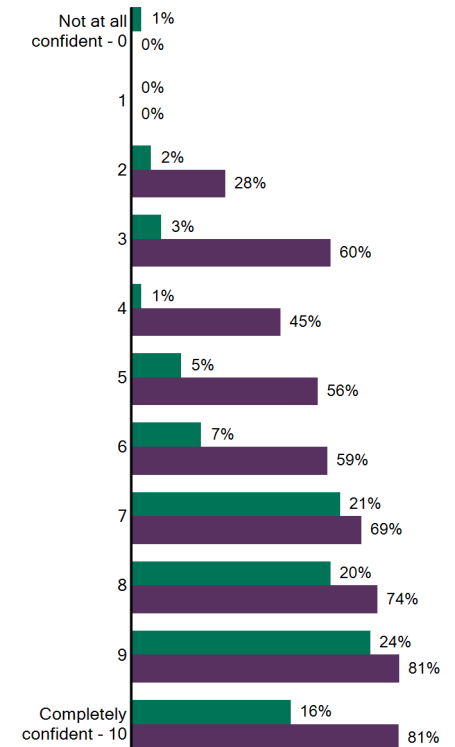
Proportion of respondents answering each response option

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



86%

37%

71%

No



14%

63%

29%

Q3b. I have informal feedback conversations with my manager

Yes



87%

81%

76%

No



13%

19%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



79%

62%

60%

No



21%

38%

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		50%	52%	41%
No		50%	48%	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		33%	31%	29%
Lack of promotion opportunities		31%	31%	28%
Lack of visible opportunities		25%	32%	29%
The application/recruitment process is too cumbersome or time consuming		23%	32%	22%
Personal/family considerations		22%	27%	29%
Geographic location considerations		19%	18%	25%
Insufficient training and development		15%	23%	15%
Lack of required capabilities or experience		13%	15%	11%
Lack of support for temporary assignments/secondments		11%	18%	15%
Other		9%	10%	9%
Lack of support from my manager/supervisor		9%	11%	13%

% are calculated with the number of unique respondents (N = 159 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		22%	21%	27%
No		58%	66%	56%
Don't know		20%	14%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		56%	59%	65%
No		39%	37%	32%
Don't know		6%	4%	4%



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		29%	33%	33%
No		59%	61%	57%
Don't know		12%	7%	10%

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

Yes		14%	17%	18%
No		78%	79%	75%
Don't know		9%	4%	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

		2019	2018	PUBLIC SECTOR 2019
A senior manager		32%	43%	21%
A fellow worker at your level		23%	4%	27%
Prefer not to say		23%	13%	13%
Your immediate manager/supervisor		14%	26%	23%
A subordinate		9%	13%	7%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%
Other		0%	-	5%



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

Yes		1%	-	4%
No		96%	99%	94%
Don't know		3%	1%	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)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		23%
Female		77%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	3%
25-29	█	8%
30-34	█	19%
35-39	█	25%
40-44	█	14%
45-49	█	11%
50-54	█	8%
55-59	█	7%
60-64		3%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

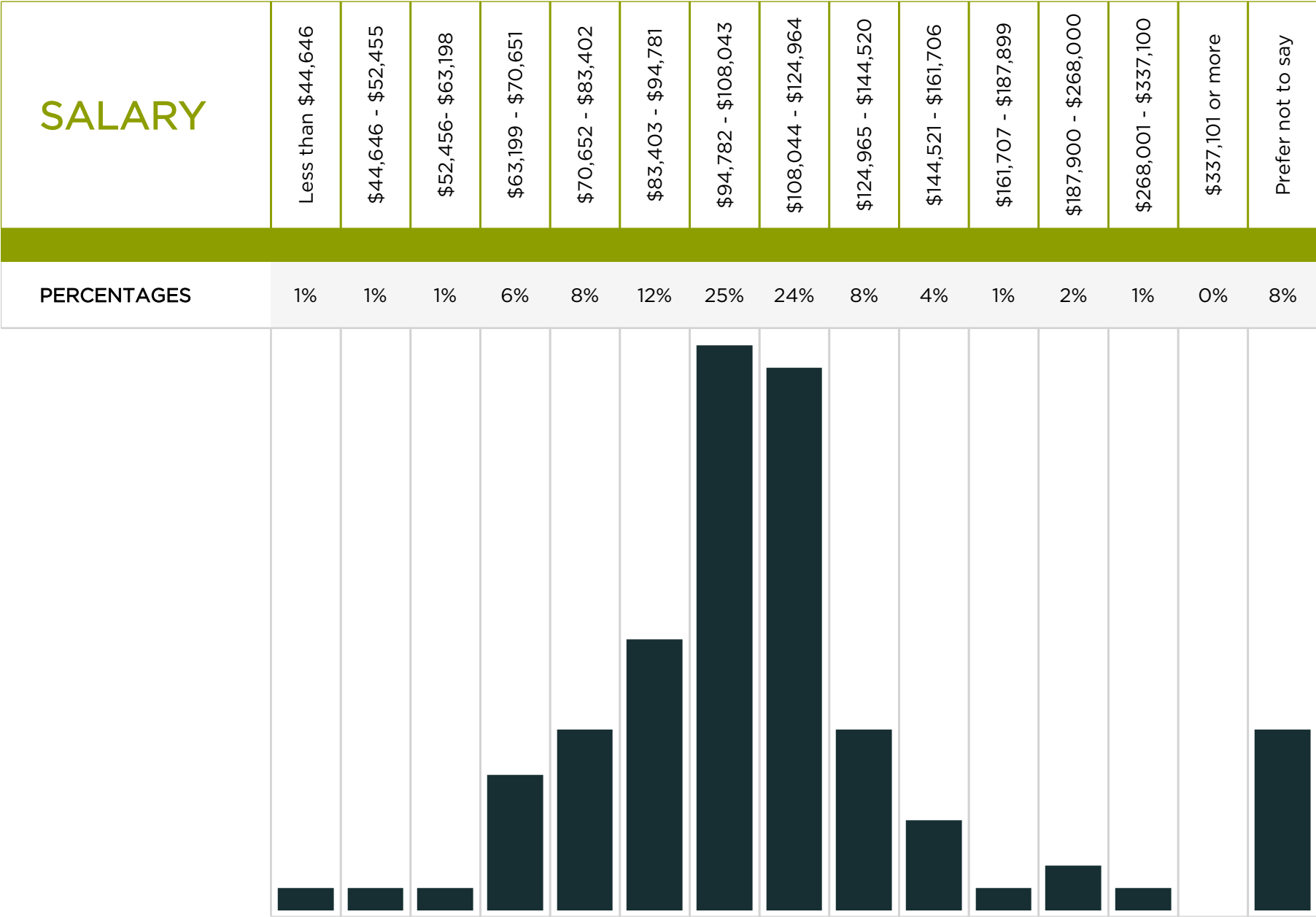
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	12%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	4%
Research	0%
Program and project management support	12%
Legal (including developing and/or reviewing legislation)	3%
Other	29%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%








		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		25%
1 - 2 years		14%
2 - 5 years		24%
5 - 10 years		30%
10 - 20 years		6%
More than 20 years		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working from home		50%
Working additional hours to make up for time off		24%
Part-time work		13%
Working more hours over fewer days		9%
None of the above		7%
Working from different locations		6%

% are calculated with the number of unique respondents (N = 157 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Leave without pay		5%
Study leave		4%
Flexible scheduling for rostered workers		2%
Job sharing		1%
Purchasing annual leave		1%
Other		0%

% are calculated with the number of unique respondents (N = 157 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	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	165	34	19	10	18	7	0	19	5	45
EMPLOYEE ENGAGEMENT	72%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%
ENGAGEMENT WITH WORK	76%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%
SENIOR MANAGERS	58%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%
COMMUNICATION	71%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%
HIGH PERFORMANCE	72%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%
PUBLIC SECTOR VALUES	70%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%
DIVERSITY & INCLUSION	78%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	165	1	1	2	9	13	19	39	38	12	6	1	3	1
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	69%	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	70%	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	49%	55%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	64%	80%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	65%	71%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	66%	70%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	74%	85%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	165	0	12
EMPLOYEE ENGAGEMENT	72%	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)
COMMUNICATION	71%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	165	39	22	37	46	10	0
EMPLOYEE ENGAGEMENT	72%	77%	(r)	74%	68%	(r)	(r)
ENGAGEMENT WITH WORK	76%	87%	(r)	68%	75%	(r)	(r)
SENIOR MANAGERS	58%	75%	(r)	59%	54%	(r)	(r)
COMMUNICATION	71%	82%	(r)	71%	70%	(r)	(r)
HIGH PERFORMANCE	72%	81%	(r)	74%	68%	(r)	(r)
PUBLIC SECTOR VALUES	70%	83%	(r)	71%	67%	(r)	(r)
DIVERSITY & INCLUSION	78%	87%	(r)	83%	75%	(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.

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	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	165	118	14	38	3	21	1	10	79	1	8	6	0	11
EMPLOYEE ENGAGEMENT	72%	74%	(r)	75%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	78%	(r)	76%	(r)	(r)	(r)	(r)	83%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	59%	(r)	60%	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	74%	(r)	77%	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	74%	(r)	77%	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	72%	(r)	74%	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	82%	(r)	85%	(r)	(r)	(r)	(r)	87%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Inner South West	Illawarra	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle
NUMBER OF RESPONDENTS	165	108	1	105	2	1	1	1	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	72%	71%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	77%	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	59%	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	74%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	74%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	72%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	80%	(r)	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



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.

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	165	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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.

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	165	0	0	0	0	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	165	1	4	13	30	39	23	18	12	11	5	3
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	72%	75%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	69%	79%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	56%	59%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	68%	75%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	66%	77%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	67%	74%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	76%	81%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Office of the Children's Guardian	Male	Female	Other
NUMBER OF RESPONDENTS	165	36	123	1
EMPLOYEE ENGAGEMENT	72%	70%	72%	(r)
ENGAGEMENT WITH WORK	76%	68%	79%	(r)
SENIOR MANAGERS	58%	60%	59%	(r)
COMMUNICATION	71%	71%	73%	(r)
HIGH PERFORMANCE	72%	70%	73%	(r)
PUBLIC SECTOR VALUES	70%	70%	71%	(r)
DIVERSITY & INCLUSION	78%	78%	80%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

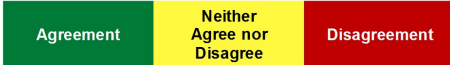
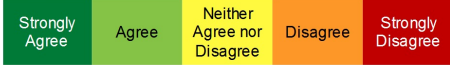
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.