

2019 NSW Public Sector Employee Survey

AGENCY REPORT

Planning and Environment

Independent Planning Commission



eadlines
ighest and Lowest Questions
lost and Least Improved Questions 5
ighest Neutral Scoring Questions
aking Action
ey Drivers of Engagement
II Questions by Topic
eport Guide

HEADLINES

RESPONSE RATE

59%

10 OF 17 RESPONDENTS

RESPONSE RATE 2018: 87%

EMPLOYEE ENGAGEMENT

59%

DIFFERENCE FROM 2018

DIFFERENCE FROM **CLUSTER**

DIFFERENCE FROM PUBLIC SECTOR

(80%) -10

(69%) -6

(66%)

ENGAGEMENT WITH WORK

67% •

(74%)

DIFFERENCE FROM 2018

(87%) DIFFERENCE FROM -7

CLUSTER

DIFFERENCE FROM -6 **PUBLIC SECTOR** (73%)

SENIOR MANAGERS

-8 (51%)

DIFFERENCE FROM -6 **PUBLIC SECTOR** (50%)

PUBLIC SECTOR VALUES

60% •

-34 **DIFFERENCE FROM 2018** (94%) **DIFFERENCE FROM** -6 **CLUSTER** (66%) DIFFERENCE FROM -2 **PUBLIC SECTOR** (62%)

44% •

-44 **DIFFERENCE FROM 2018** (88%) DIFFERENCE FROM CLUSTER

DIVERSITY & INCLUSION

82% •

DIFFERENCE FROM 2018 (95%)**DIFFERENCE FROM** +6 CLUSTER (76%)DIFFERENCE FROM +13 **PUBLIC SECTOR** (69%)

COMMUNICATION

67% •

-23 **DIFFERENCE FROM 2018** (90%) DIFFERENCE FROM -1 CLUSTER (67%)**DIFFERENCE FROM** +4 **PUBLIC SECTOR** (62%)

FLEXIBLE WORKING SATISFACTION

67% •

DIFFERENCE FROM 2018 (100%)**DIFFERENCE FROM** -5 CLUSTER (72%)DIFFERENCE FROM +8 **PUBLIC SECTOR** (59%)

HIGH **PERFORMANCE**

64% •

-25 **DIFFERENCE FROM 2018** (88%)

DIFFERENCE FROM -2 CLUSTER (66%)**DIFFERENCE FROM** -1 **PUBLIC SECTOR** (65%)

ACTION ON RESULTS

44% •

-39 **DIFFERENCE FROM 2018** (83%) **DIFFERENCE FROM** -2 **CLUSTER** (47%)**DIFFERENCE FROM** +5 **PUBLIC SECTOR** (39%) **a**

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	•	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
1h.	I am comfortable notifying my manager if I become aware of any risks at work	100%	-	6g.	I feel that senior managers keep employees informed about what's going on	22%	85%
5a.	My manager encourages people in my workgroup to keep improving the work they do	100%	100%	6a.	I believe senior managers provide clear direction for the future of the organisation	25%	85%
5b.	My manager listens to what I have to say	100%	100%	6b.	I feel that senior managers effectively lead and manage change	33%	92%
6i.	Senior managers in my organisation support the career advancement of women	100%	92%	7c.	I feel that change is managed well in my organisation	33%	67%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	90%	100%	7g.	I have confidence in the way recruitment decisions are made	33%	92%
1g.	I know how to address a health and safety issue I have identified	90%	100%	1f.	I am able to keep my work stress at an acceptable level	40%	92%
5c.	My manager communicates effectively with me	89%	92%	7d.	There is good co-operation between teams across our organisation	44%	83%
5d.	My manager encourages and values employee input	89%	92%	7e.	People in my organisation take responsibility for their own actions	44%	100%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	100%	7f.	My organisation is committed to developing its employees	44%	75%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	89%	92%	6h.	I feel that senior managers listen to employees	44%	92%



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
3g.	I am satisfied with the opportunities available for career development in my organisation	60%	46%
6i.	Senior managers in my organisation support the career advancement of women	100%	92%
5e.	My manager involves my workgroup in decisions about our work	78%	77%

•	QUESTIONS	AGREEM 2019	AGREEM 2018
6g.	I feel that senior managers keep employees informed about what's going on	22%	85%
6a.	I believe senior managers provide clear direction for the future of the organisation	25%	85%
6b.	I feel that senior managers effectively lead and manage change	33%	92%
7g.	I have confidence in the way recruitment decisions are made	33%	92%
7e.	People in my organisation take responsibility for their own actions	44%	100%
1f.	I am able to keep my work stress at an acceptable level	40%	92%
6c.	I feel that senior managers model the values of my organisation	44%	92%
6h.	I feel that senior managers listen to employees	44%	92%
7i.	I would recommend my organisation as a great place to work	44%	92%
7h.	My organisation generally selects capable people to do the job	56%	100%

■ LEAST IMPROVED AGREEMENT



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	HIGHEST NEUTRAL SCORING QUESTIONS	% IEUTRAL
Q6c. I feel that senior managers model the values of my organisation		Q6c. I feel that senior managers model the values of my organisation	
	44%		44%
Q6g. I feel that senior managers keep employees informed about what's going on		Q6g. I feel that senior managers keep employees informed about what's going on	
	22 %		44%
Q6a. I believe senior managers provide clear direction for the future of the organisation		Q6a. I believe senior managers provide clear direction for the future of the organisation	
	25 %		38 %
Q5h. My manager deals appropriately with employees who perform poorly		Q5h. My manager deals appropriately with employees who perform poorly	
	44%		33 %
Q6d. Senior managers encourage innovation by employees		Q6d. Senior managers encourage innovation by employees	
	56 %		33 %

DISAGREEMENT SCORES % **NEGATIVE FOR HIGHEST NEUTRAL Q6c.** I feel that senior managers model the values of my organisation 11% Q6g. I feel that senior managers keep employees informed about what's going on **33**% **Q6a.** I believe senior managers provide clear direction for the future of the organisation **38**% Q5h. My manager deals appropriately with employees who perform poorly 22% **Q6d.** Senior managers encourage innovation by employees



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)

11%

TAKING ACTION



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%



of employees replied favourably to:

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

39%

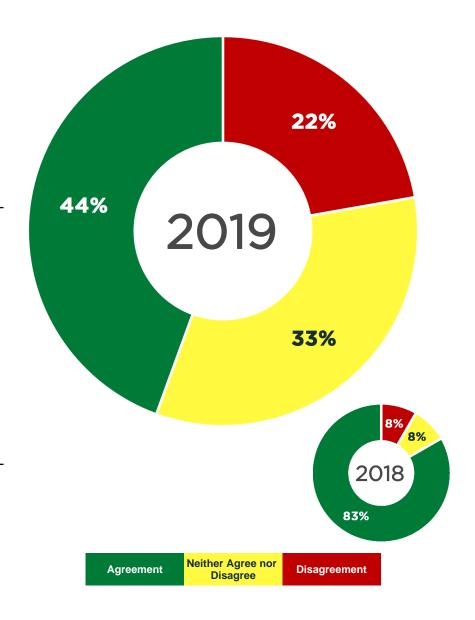
47%

83%

SECTOR

CLUSTER

2018



KEY DRIVERS OF ENGAGEMENT

1

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.

RAI	NK	% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	78 %	92%	68%	69%
2	Q7f. My organisation is committed to developing its employees	44%	75%	52%	53%
3	Q7h. My organisation generally selects capable people to do the job	56%	100%	63%	54%
4	Q3g. I am satisfied with the opportunities available for career development in my organisation	60%	46%	45%	51%
5	Q1b. I am provided with the support I need to do my best at work	50%	85%	68%	67%
6	Q3f. I have received appropriate training and development to do my job well	50%	69%	62%	66%



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%

EMPLOYEE ENGAGEMENT	59%	AGGREG	SATE SCC	DRE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	11 33	3	33 11	11	44%	92%	68%	62%
Q7j. I am proud to tell others I work for my organisation	11	56	22	11	67%	100%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	33	33	22	11	67%	83%	69%	64%
Q7I. My organisation motivates me to help it achieve its objectives	11 33	3 11	33	11	44%	83%	60%	56%
Q7m. My organisation inspires me to do the best in my job	11	44	11 11 2	22	56%	83%	60%	56%













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ENGAGEMENT WITH WORK	67%	AGGREGAT	TE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	30	40	20 10	70%	85%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	30 <mark>10</mark>	10 20	60%	92%	75%	72%
Q1e. I am satisfied with my job	30	40	20 10	70%	85%	70%	69%









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SENIOR MANAGERS	44% AGGI	REGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	25 38	13 25	25%	85%	51%	51%
Q6b. I feel that senior managers effectively lead and manage change	33 22	22 22	33%	92%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	44	44 11	44%	92%	54%	52%
Q6d. Senior managers encourage innovation by employees	11 44	33 11	56%	85%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	67	22 11	67%	92%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22 44	11 22	67%	100%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	22 44	11 22	22%	85%	54%	48%
Q6h. I feel that senior managers listen to employees	44	22 11 22	44%	92%	47%	44%
Q7c. I feel that change is managed well in my organisation	33 22	22 22	33%	67%	35%	42%











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COMMUNICATION	67%	AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q5c. My manager communicates effectively with me	33	56	11	89%	92%	76%	72%
Q5d. My manager encourages and values employee input	33	56	11	89%	92%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	33	44	22	78%	77%	72%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	22	44 11	22	22%	85%	54%	48%
Q6h. I feel that senior managers listen to employees	44	22 11	22	44%	92%	47%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	56	11 11	78%	100%	75%	69%











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HIGH PERFORMANCE	64% AGG	GREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	50	30 20	80%	85%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	20 30	30 20	50%	92%	82%	79%
Q3f. I have received appropriate training and development to do my job well	50	20 10 20	50%	69%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	67	100%	100%	79%	75%
Q5f. I have confidence in the decisions my manager makes	33	44 11 11	78%	92%	73%	69%
Q6d. Senior managers encourage innovation by employees	11 44	33 11	56%	85%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	67	22 11	67%	92%	56%	53%
Q7a. My organisation focuses on improving the work we do	11 6	7 11 11	78%	92%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	44	22 22 11	44%	83%	55%	57%











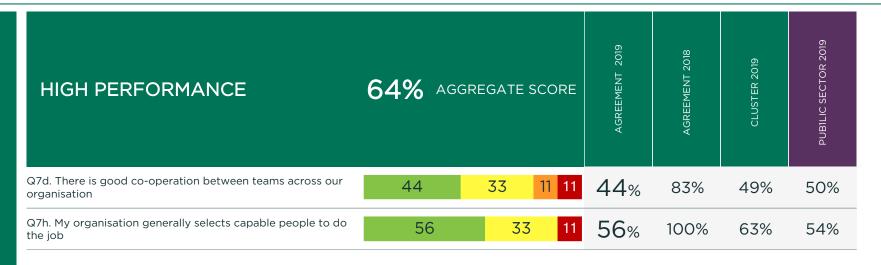


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KEY

Strongly agree

PAGE 14

Agree

Neither Disagre

Sagree Strongly disagree



EXPLORE THE FULL RESULTS

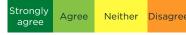
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PUBLIC SECTOR VALUES	60% A	.GGREGATI	E SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	30	50	10 10	80%	100%	89%	86%
Q2e. People in my workgroup treat each other with respect	10 40	20	20 10	50%	92%	82%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	67		100%	100%	79%	75%
Q5b. My manager listens to what I have to say	33	67		100%	100%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	25	38 13	25	25%	85%	51%	51%
Q6c. I feel that senior managers model the values of my organisation	44	44	11	44%	92%	54%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	44	11 22	67%	100%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	22	44	11 22	22%	85%	54%	48%
Q6h. I feel that senior managers listen to employees	44	22 1	11 22	44%	92%	47%	44%

KEY



Strongly disagree

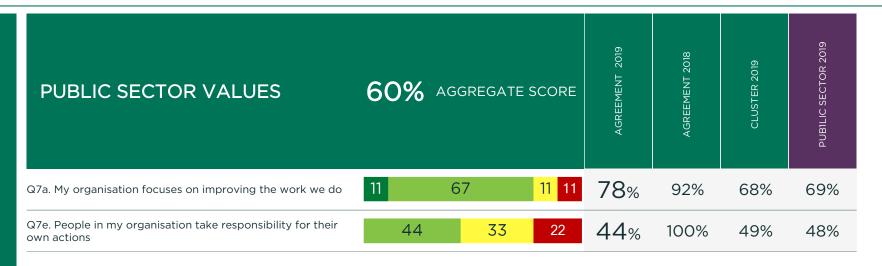


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KEY



PAGE 16

Agree







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DIVERSITY & INCLUSION	82%	AGGREGATE	E SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	30 20	30	50%	85%	68%	67%
Q5b. My manager listens to what I have to say	33	67		100%	100%	82%	76%
Q5d. My manager encourages and values employee input	33	56	11	89%	92%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	56	5	44	100%	92%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	33	56	11	89%	100%	82%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	33	56	11	89%	92%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	56	11 11	78%	100%	75%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? Response scale Very satisfied - Very unsatisfied	44	22	22 11	67%	100%	72%	59%
Q8e. My manager supports flexible working in my team	56	3 22	22	78%	100%	77%	63%











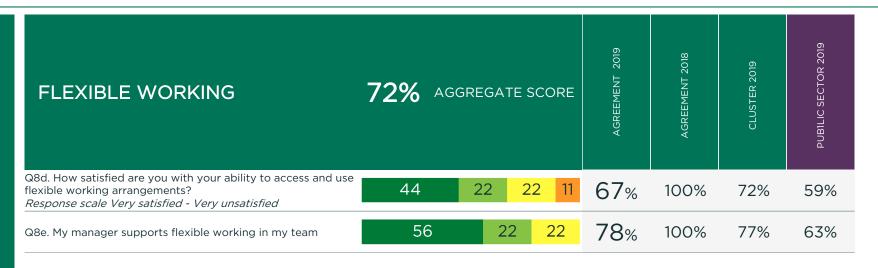


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KEY

Strongly agree Agree

Neither Disagre

Strongly disagree

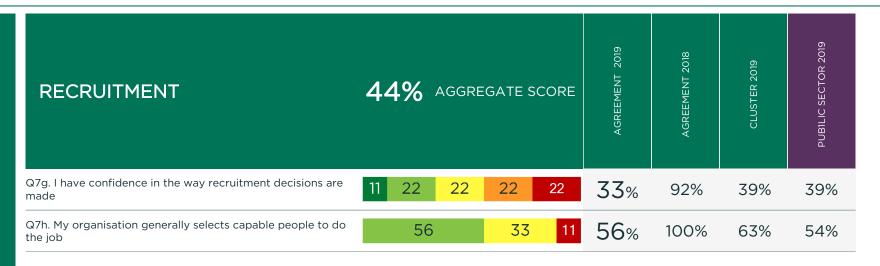


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PERFORMANCE FRAMEWORK & DEVELOPMENT	61%	AGG	REGATE S	SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		90)	10	90%	100%	69%	66%
Q3e. My performance is assessed against clear criteria	10	40	30	10 10	50%	77%	55%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	50	20	20	60%	46%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	33		44	22	78%	92%	77%	69%
Q5h. My manager deals appropriately with employees who perform poorly	22	22	33	22	44%	54%	48%	48%
Q7f. My organisation is committed to developing its employees	44	,	33	22	44%	75%	52%	53%









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WORKPLACE SUPPORT	559	% AG	GREGAT	E SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBILIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	30	20	30	50%	85%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	10	30	30	30	40%	92%	64%	61%
Q2c. I receive help and support from other members of my workgroup	20		60	20	80%	92%	85%	81%
Q2d. There is good team spirit in my workgroup	20	30	10	40	50%	92%	76%	70%









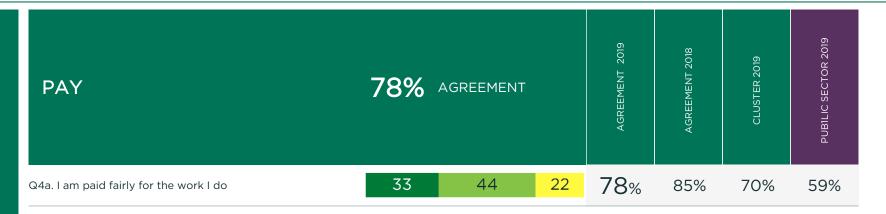


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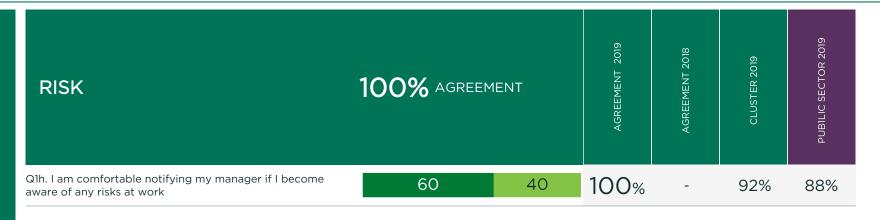


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KEY

Strongly agree

Agree

Neither Disagre

Strongly disagree

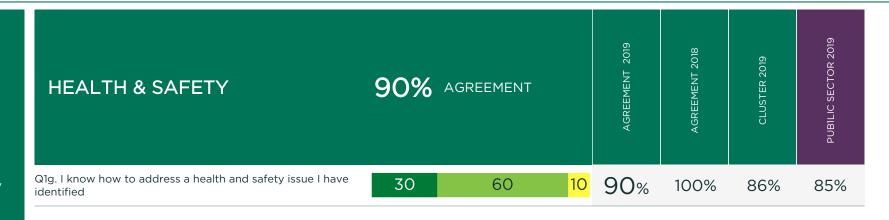


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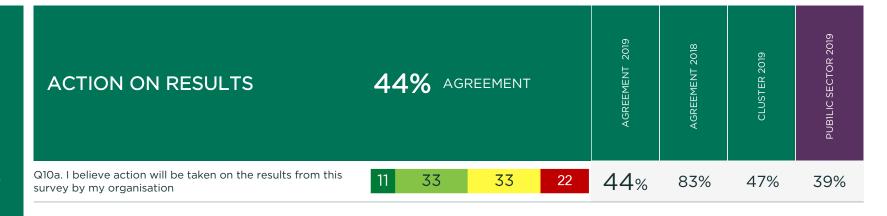


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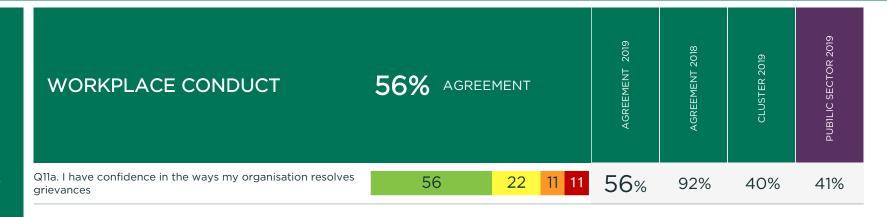


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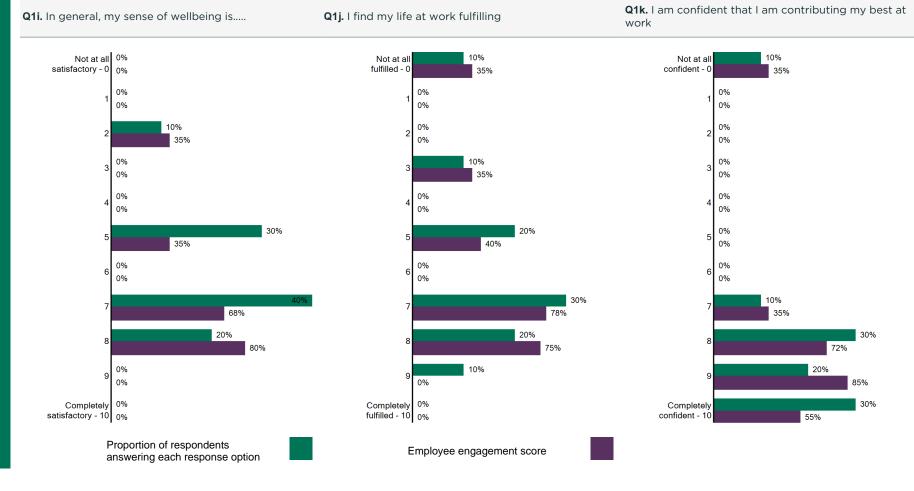
WELLBEING AND ENGAGEMENT

EXPLORE THE FULL RESULTS

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This compares Wellbeing to Engagement.





EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes	90%	85%	73%	71%
No	10%	15%	27%	29%
Q3b. I have informal feedback conversations with my manager				
Yes	100%	100%	81%	76%
No	0%	-	19%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes	90%	92%	63%	60%
No	10%	8%	37%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY	2019	2018	CLUSTER 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	50%	62%	43%	41%
No	50%	38%	57%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)				
Lack of promotion opportunities	67%	45%	38%	28%
Lack of visible opportunities	44%	27%	41%	29%
The application/recruitment process is too cumbersome or time consuming	44%	9%	23%	22%
There are no major barriers to my career progression	33%	36%	23%	29%
Geographic location considerations	33%	55%	29%	25%
Lack of support from my manager/supervisor	22%	-	11%	13%
Personal/family considerations	22%	45%	28%	29%
Insufficient training and development	22%	18%	15%	15%
Lack of required capabilities or experience	11%	9%	13%	11%
Lack of support for temporary assignments/secondments	0%	18%	16%	15%
Other	0%	-	9%	9%

[%] are calculated with the number of unique respondents (N = 9 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE COI	NDUCT		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witne	essed misconduct/wrongdo	oing at work				
Yes			22%	-	22%	27%
No			67%	83%	63%	56%
Don't know			11%	17%	15%	17%
Q12b. If yes to 12a, have you reported t	he misconduct/wrongdoin	g you witnessed in the last 12 months?				
Yes		(r)				
No		(r)				
Don't know		(r)				



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work				
Yes	44%	-	27%	33%
No	44%	100%	64%	57%
Don't know	11%	-	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work				
Yes	22%	-	13%	18%
No	78%	100%	81%	75%
Don't know	0%	-	6%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13c. Please indicate the role of the person who has been the so have been subjected to in the last 12 months	ource of the most serious bullying you				
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 CONDUC	Т	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q14a. In the last 12 months I have been subjected at work	to physical harm and/or sexual harassment or a	abuse			
Yes		0%	-	1%	4%
No		100%	100%	97%	94%
Don't know		0%	-	1%	2%
Q14b. If yes to 14a, please indicate the role of the physical harm and/or sexual harassment or abuse					
A person at work	(r)				
A member of the public	(r)				
Other	(r)				
Prefer not to say	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I am aware how my role contributes to the vision of my organisation	78%	83%	81%
Q2. My team is equipped with the right tools to provide good customer service	56%	100%	63%
Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams	56%	100%	56%
Q4. I have access to the information I need to do my job well 11 56 22 11	67%	92%	71%
Q5. I feel informed about changes in my organisation 33 33 11	33%	75%	56%
Q6. The people I work with have safe work practices 44 33 22	78%	100%	89%
Q7. My organisation provides opportunity for collaborative work practices	89%	-	70%
Q8. Overall, I believe the culture at my workplace has improved over the last 12 months	22%	-	45%
Q9. My manager actively supports a diverse and inclusive work environment 33 56 11	89%	-	80%
Q10. My manager keeps me informed about key agency directions 56 33 11	56%	-	70%
KEY Strongly agree Agree Neither Disagree disagree			

GUIDE TO THIS REPORT



SURVEY TIME FRAME

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



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.





PRIVACY

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

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.



ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.



MORE DETAILS ABOUT METHODOLOGY

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