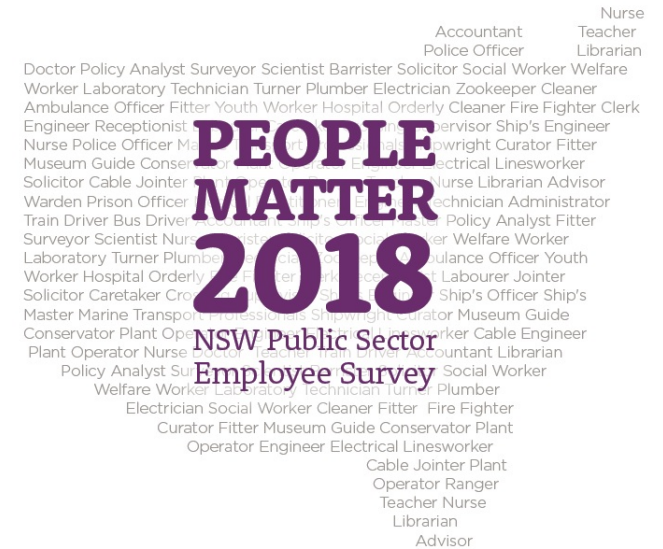


PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Industry

Local Land Services

RESPONSE RATE

93%

884 OF 947 RESPONDENTS

EMPLOYEE ENGAGEMENT

68%

DIFFERENCE FROM 2017 +6
 DIFFERENCE FROM CLUSTER +1
 DIFFERENCE FROM PUBLIC SECTOR +2

ENGAGEMENT WITH WORK

76%

DIFFERENCE FROM 2017 +5
 DIFFERENCE FROM CLUSTER +2
 DIFFERENCE FROM PUBLIC SECTOR +4

SENIOR MANAGERS

59%

DIFFERENCE FROM 2017 +10
 DIFFERENCE FROM CLUSTER +4
 DIFFERENCE FROM PUBLIC SECTOR +10

COMMUNICATION

71%

DIFFERENCE FROM 2017 +5
 DIFFERENCE FROM CLUSTER +3
 DIFFERENCE FROM PUBLIC SECTOR +10

HIGH PERFORMANCE

71%

DIFFERENCE FROM 2017 +6
 DIFFERENCE FROM CLUSTER +3
 DIFFERENCE FROM PUBLIC SECTOR +7

PUBLIC SECTOR VALUES

70%

DIFFERENCE FROM 2017 +7
 DIFFERENCE FROM CLUSTER +2
 DIFFERENCE FROM PUBLIC SECTOR +9

DIVERSITY & INCLUSION

80%

DIFFERENCE FROM CLUSTER +3
 DIFFERENCE FROM PUBLIC SECTOR +12

FLEXIBLE WORKING SATISFACTION

83%

DIFFERENCE FROM 2017 +2
 DIFFERENCE FROM CLUSTER +5
 DIFFERENCE FROM PUBLIC SECTOR +24

ACTION ON RESULTS

55%

DIFFERENCE FROM 2017 +11
 DIFFERENCE FROM CLUSTER +3
 DIFFERENCE FROM PUBLIC SECTOR +18



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	92%	89%
1g. I know how to address a health and safety issue I have identified	91%	-
2c. I receive help and support from other members of my workgroup	87%	84%
1a. I understand what is expected of me to do well in my role	87%	85%
8e. My manager supports flexible working in my team	86%	-
2e. People in my workgroup treat each other with respect	84%	82%
5b. My manager listens to what I have to say	84%	83%
2b. My workgroup works collaboratively to achieve its objectives	83%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	77%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	83%	81%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	45%	32%
9a. I have confidence in the ways my organisation resolves grievances	46%	38%
7g. I have confidence in the way recruitment decisions are made	47%	36%
5h. My manager appropriately deals with employees who perform poorly	48%	38%
6b. I feel that senior managers effectively lead and manage change	51%	40%
7d. There is good co-operation between teams across our organisation	53%	48%
6a. I believe senior managers provide clear direction for the future of the organisation	53%	43%
14. I believe action will be taken on the results from this survey by my organisation	55%	44%
6g. I feel that senior managers keep employees informed about what's going on	56%	46%
6h. I feel that senior managers listen to employees	56%	47%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7i.	I would recommend my organisation as a great place to work	68%	55%
7c.	I feel that change is managed well in my organisation	45%	32%
7f.	My organisation is committed to developing its employees	65%	52%
7l.	My organisation motivates me to help it achieve its objectives	62%	50%
7m.	My organisation inspires me to do the best in my job	61%	49%
6b.	I feel that senior managers effectively lead and manage change	51%	40%
7j.	I am proud to tell others I work for my organisation	68%	57%
14.	I believe action will be taken on the results from this survey by my organisation	55%	44%
7g.	I have confidence in the way recruitment decisions are made	47%	36%
6d.	Senior managers encourage innovation by employees	63%	53%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017



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

% NEUTRAL



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

55%

of employees replied favourably to:

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

37%

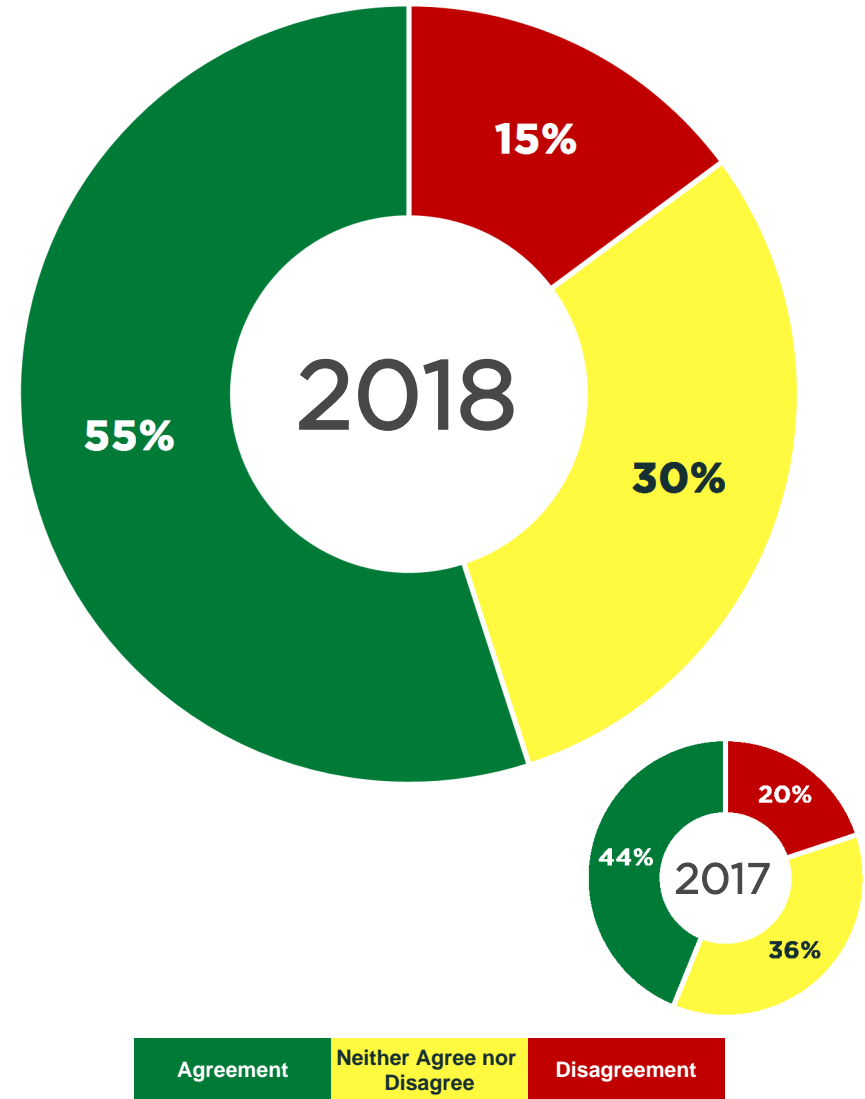
SECTOR

52%

CLUSTER

44%

2017



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 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	58%	47%	56%	50%
2	Q7a. My organisation focuses on improving the work we do	76%	69%	73%	69%
3	Q6h. I feel that senior managers listen to employees	56%	47%	51%	43%
4	Q6b. I feel that senior managers effectively lead and manage change	51%	40%	49%	46%
5	Q6a. I believe senior managers provide clear direction for the future of the organisation	53%	43%	54%	49%
6	Q7f. My organisation is committed to developing its employees	65%	52%	57%	52%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Local Land Services

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

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

	Local Land Services	Central Tablelands LLS	Central West LLS	Greater Sydney LLS	Hunter LLS	Murray LLS	North Coast LLS	North West LLS	Northern Tablelands LLS	Riverina LLS	SO State Operations	Soil Conservation Service Division	South East LLS	Western LLS
NUMBER OF RESPONDENTS	884	51	65	41	73	56	42	60	53	73	116	102	96	49
EMPLOYEE ENGAGEMENT	68%	56%	63%	80%	57%	73%	54%	68%	69%	73%	72%	73%	66%	68%
ENGAGEMENT WITH WORK	76%	63%	69%	89%	68%	71%	69%	85%	73%	84%	80%	80%	74%	73%
SENIOR MANAGERS	59%	45%	49%	89%	48%	72%	44%	51%	63%	66%	75%	59%	42%	61%
COMMUNICATION	71%	60%	65%	90%	65%	80%	59%	73%	70%	75%	80%	71%	63%	73%
HIGH PERFORMANCE	71%	55%	64%	90%	66%	78%	66%	73%	69%	77%	81%	72%	64%	69%
PUBLIC SECTOR VALUES	70%	60%	62%	91%	65%	78%	63%	67%	71%	73%	83%	71%	61%	71%
DIVERSITY & INCLUSION	80%	68%	74%	89%	77%	87%	71%	83%	80%	85%	87%	77%	75%	83%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT	68% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	23	45	22		68%	55%	67%	61%
Q7j. I am proud to tell others I work for my organisation	25	43	24		68%	57%	71%	69%
Q7k. I feel a strong personal attachment to my organisation	22	39	26	9	61%	52%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	43	25	10	62%	50%	58%	55%
Q7m. My organisation inspires me to do the best in my job	20	40	26	9	61%	49%	57%	55%

KEY





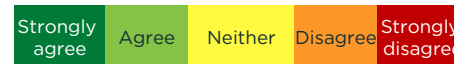
EXPLORE THE FULL RESULTS

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

ENGAGEMENT WITH WORK	76% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	27	51	14	78%	72%	75%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	32	44	14	77%	75%	75%	72%	
Q1e. I am satisfied with my job	23	50	17	8	73%	65%	70%	69%

KEY





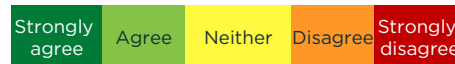
EXPLORE THE FULL RESULTS

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

SENIOR MANAGERS	59% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	36	25	14	7	53%	43%	54%	49%
Q6b. I feel that senior managers effectively lead and manage change	17	35	26	14	9	51%	40%	49%	46%
Q6c. I feel that senior managers model the values of my organisation	20	37	25	10		58%	47%	56%	50%
Q6d. Senior managers encourage innovation by employees	18	45	25	8		63%	53%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	48	22	7		67%	60%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	30	48	14			77%	72%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	22	14	8	56%	46%	55%	47%
Q6h. I feel that senior managers listen to employees	17	39	25	12	8	56%	47%	51%	43%
Q7c. I feel that change is managed well in my organisation	13	32	29	19	7	45%	32%	39%	40%

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.

COMMUNICATION	71% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
Q5c. My manager communicates effectively with me	36	41	12	8	78%	75%	75%	72%	
Q5d. My manager encourages and values employee input	40	41	13		81%	79%	80%	72%	
Q5e. My manager involves my workgroup in decisions about our work	35	42	14		77%	75%	73%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	22	14	8	56%	46%	55%	47%
Q6h. I feel that senior managers listen to employees	17	39	25	12	8	56%	47%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	51	14			78%	76%	77%	67%

KEY





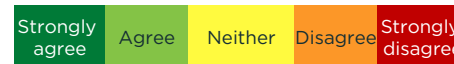
EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE			71% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	32	54	7	87%	85%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	38	45	9	83%	80%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	22	48	20	70%	63%	64%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	45	13	80%	76%	79%	74%	
Q5f. I have confidence in the decisions my manager makes	37	38	14	75%	72%	74%	68%	
Q6d. Senior managers encourage innovation by employees	18	45	25	63%	53%	58%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	48	22	67%	60%	61%	52%	
Q7a. My organisation focuses on improving the work we do	24	52	16	76%	69%	73%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	44	24	63%	53%	62%	57%	

KEY

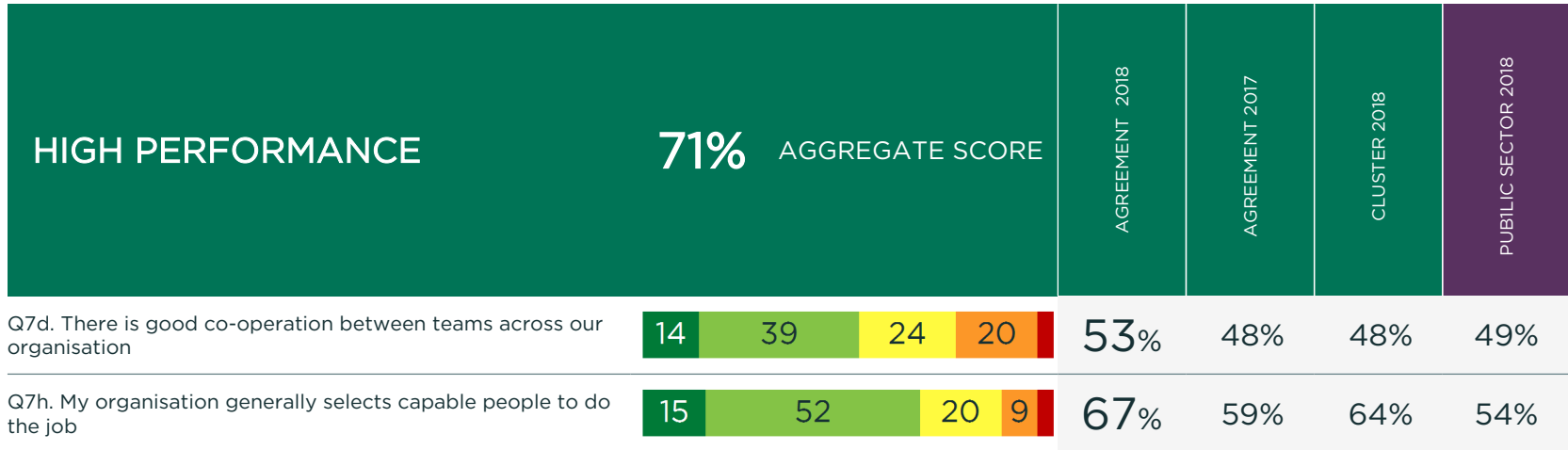




EXPLORE THE FULL RESULTS

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.



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.

PUBLIC SECTOR VALUES	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
	Q2a. My workgroup strives to achieve customer/client satisfaction	52	41	92%	89%	90%	86%		
Q2e. People in my workgroup treat each other with respect	42	42	10	84%	82%	83%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	45	13	80%	76%	79%	74%		
Q5b. My manager listens to what I have to say	40	44	9	84%	83%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	36	25	14	7	53%	43%	54%	49%
Q6c. I feel that senior managers model the values of my organisation	20	37	25	10	58%	47%	56%	50%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	30	48	14	77%	72%	71%	62%		
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	22	14	8	56%	46%	55%	47%
Q6h. I feel that senior managers listen to employees	17	39	25	12	8	56%	47%	51%	43%

KEY

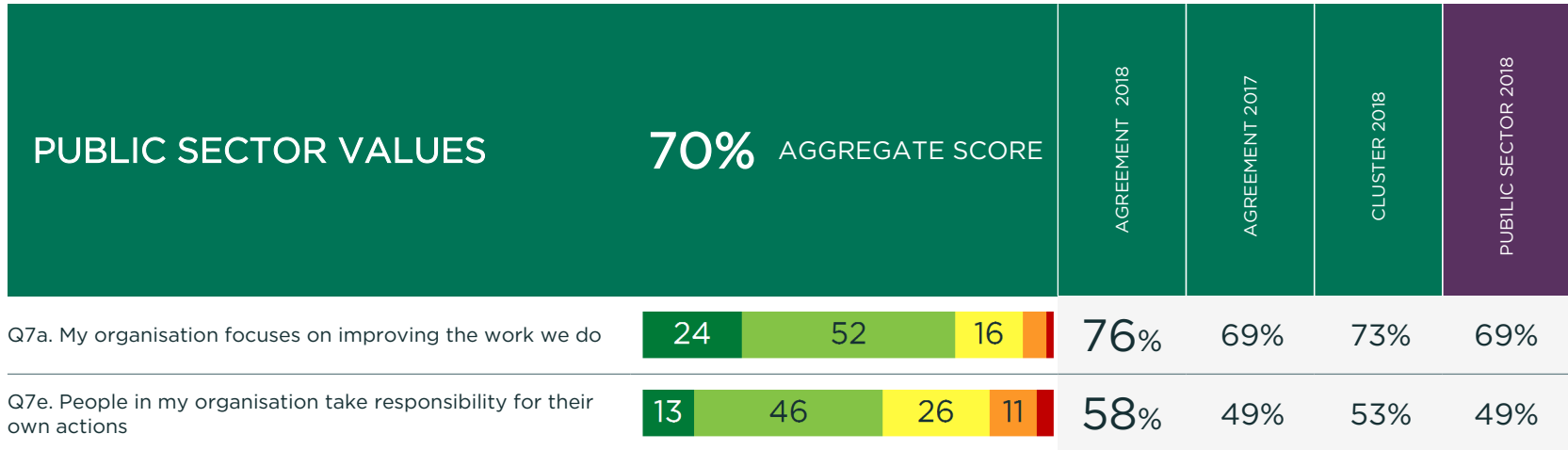




EXPLORE THE FULL RESULTS

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.



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.

DIVERSITY & INCLUSION	80% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	21	50	14	12	71%	64%	68%	65%
Q5b. My manager listens to what I have to say	40	44	9	7	84%	83%	82%	76%
Q5d. My manager encourages and values employee input	40	41	13	6	81%	79%	80%	72%
Q6i. Senior managers in my organisation support the career advancement of women	30	40	25	5	70%	62%	68%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	55	12	5	83%	77%	81%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	30	52	13	5	82%	76%	79%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	51	14	7	78%	76%	77%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	44	39	11	6	83%	81%	78%	59%
Q8e. My manager supports flexible working in my team	48	38	10	4	86%	-	81%	63%

KEY

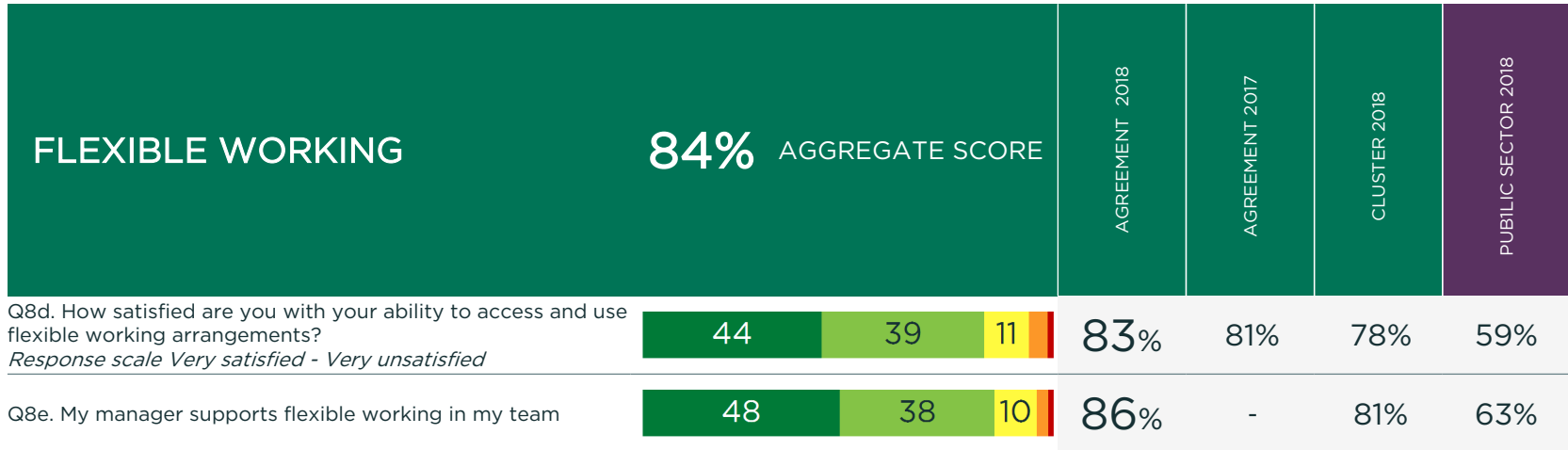




EXPLORE THE FULL RESULTS

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.



KEY

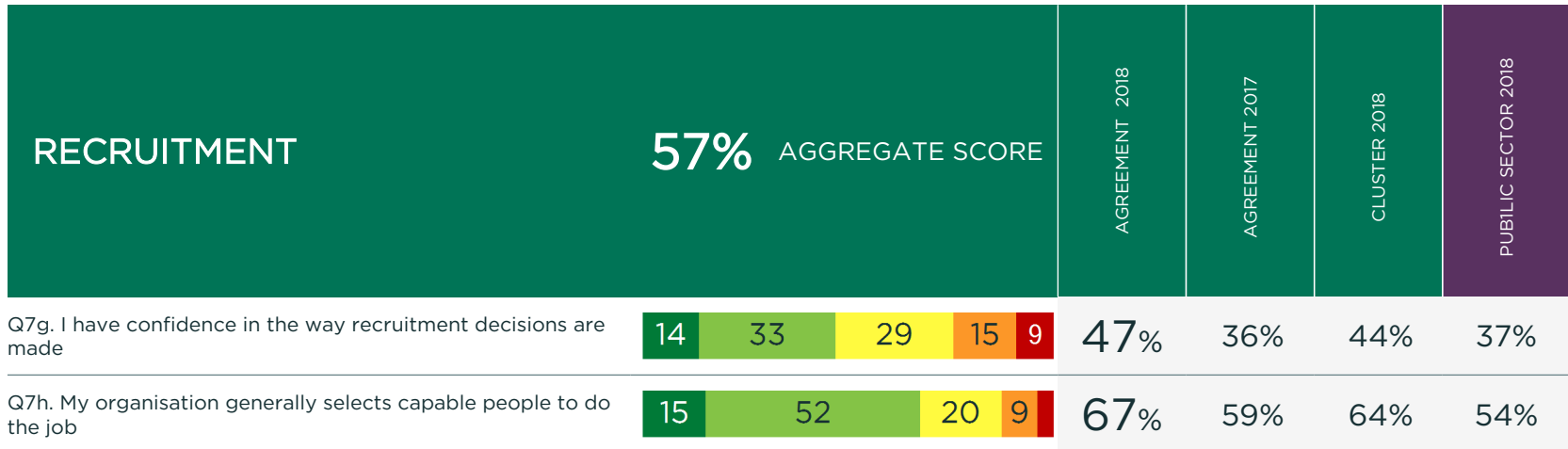




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

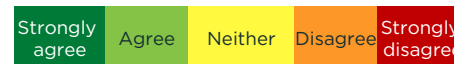
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

63% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		72%	67%	69%	65%
Q3e. My performance is assessed against clear criteria		57%	51%	54%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		57%	47%	51%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		78%	73%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly		48%	38%	45%	46%
Q7f. My organisation is committed to developing its employees		65%	52%	57%	52%

KEY





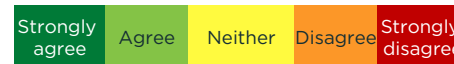
EXPLORE THE FULL RESULTS

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.

	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	21	50	14	12	71%	64%	68%	65%
Q1f. I am able to keep my work stress at an acceptable level	14	50	20	12	63%	55%	64%	60%
Q2c. I receive help and support from other members of my workgroup	42	45	8		87%	84%	87%	81%
Q2d. There is good team spirit in my workgroup	38	38	15		75%	71%	76%	70%

KEY

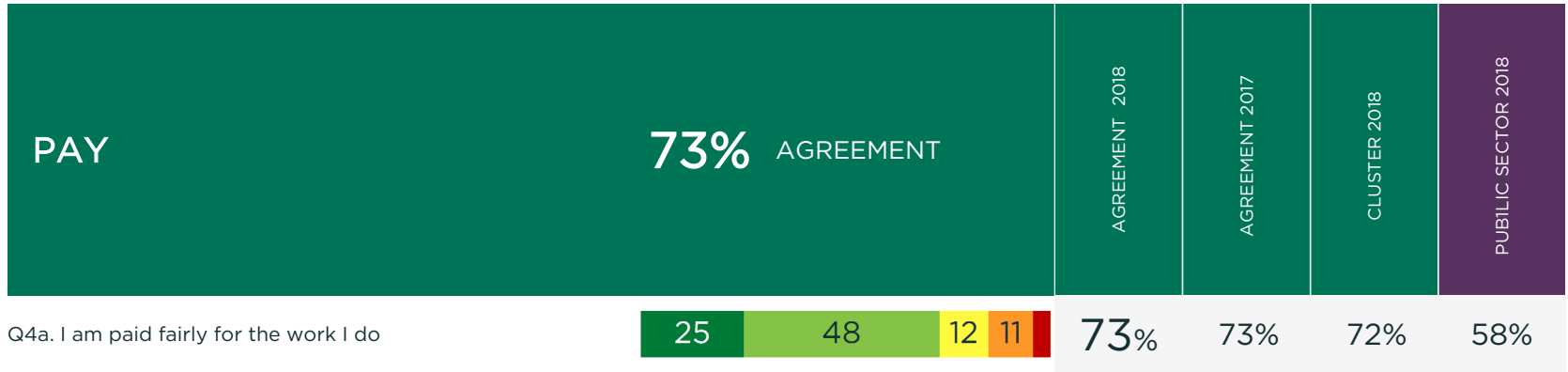




EXPLORE THE FULL RESULTS

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.



KEY

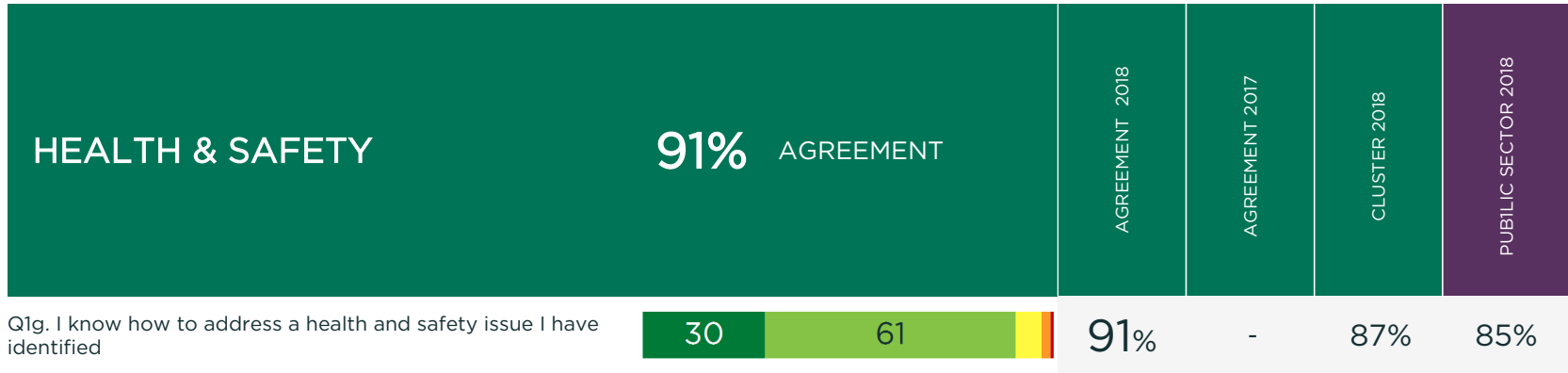




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KEY

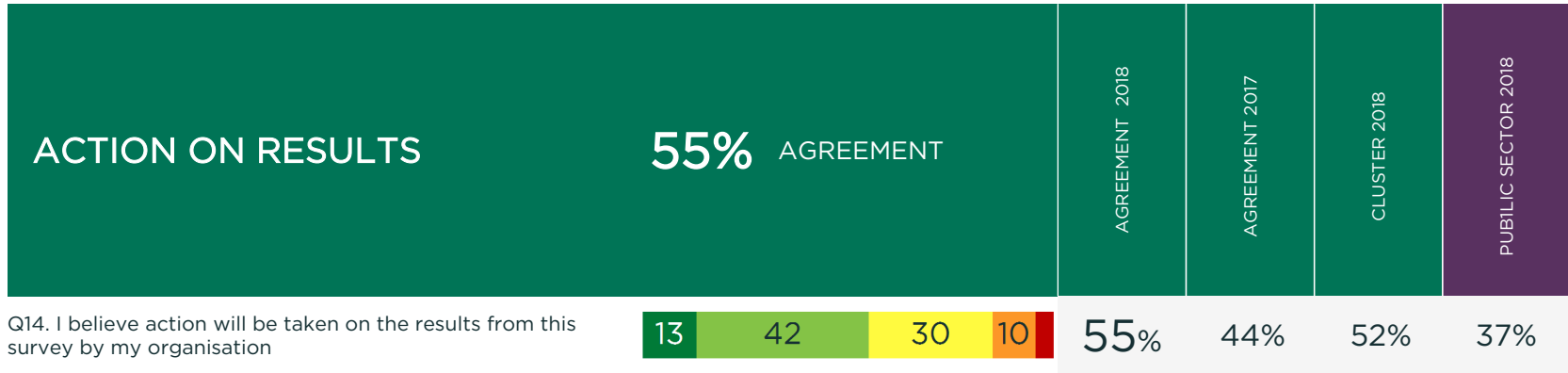




EXPLORE THE FULL RESULTS

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



KEY

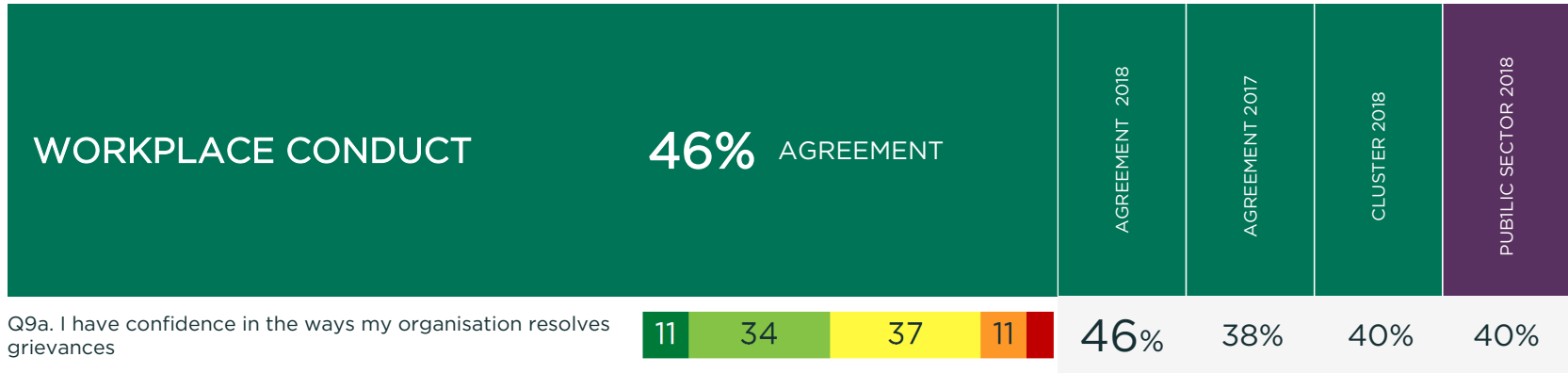




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		87%	78%	78%	71%
No		13%	22%	22%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		84%	81%	81%	76%
No		16%	19%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		66%	59%	61%	58%
No		34%	41%	39%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		35%	39%	41%	41%
No		65%	61%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Geographic location considerations		44%	53%	34%	26%
Personal/family considerations		40%	47%	33%	30%
There are no major barriers to my career progression		31%	21%	31%	32%
Lack of promotion opportunities		30%	34%	33%	29%
Lack of visible opportunities		28%	36%	32%	30%
The application/recruitment process is too cumbersome or time consuming		18%	22%	21%	23%
Lack of support for temporary assignments/secondments		11%	13%	14%	15%
Insufficient training and development		8%	11%	13%	16%
Lack of support from my manager/supervisor		7%	9%	10%	14%
Lack of required capabilities or experience		7%	9%	11%	11%
Other		7%	10%	8%	9%

% are calculated with the number of unique respondents (N = 852 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		16%	22%	17%	24%
No		70%	67%	67%	58%
Don't know		14%	11%	16%	18%

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		65%	65%	59%	66%
No		34%	32%	39%	32%
Don't know		1%	3%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		17%	24%	22%	33%
No		75%	66%	69%	57%
Don't know		8%	9%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		10%	12%	10%	18%
No		84%	82%	83%	76%
Don't know		6%	6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		22%	28%	25%	27%
Your Immediate Manager/Supervisor		20%	21%	25%	23%
A senior manager		18%	20%	17%	21%
Prefer not to say		15%	18%	18%	14%
Other		13%	5%	7%	4%
A subordinate		10%	4%	7%	7%
A client or customer		2%	1%	1%	2%
A member of the public other than a client or customer	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	0%	-	1%	3%
No	99%	-	98%	94%
Don't know	1%	-	2%	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



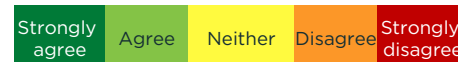
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

INDUSTRY CUSTOMISED QUESTIONS				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q2. I am regularly consulted on matters affecting safety in my workforce	28	51	15	80%	80%	70%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	27	45	21	71%	66%	67%
Q4. The rationale for change initiatives is communicated well	16	38	28	55%	45%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

INDUSTRY		2018	CLUSTER 2018
CUSTOMISED QUESTIONS			
Q1. I am aware of our safety and wellbeing strategy			
Yes		90%	87%
No		10%	13%
Q5. This survey asks questions about "Senior Managers". Which of the below categories of Manager is closest to those you were thinking about when you answered these questions?(select all			
Secretary and direct reports, (Deputy Secretary, Director General, Agency CEO)		3%	6%
Executive Director, Deputy Director General and equivalent		2%	15%
Director, General Manager, Group Director and equivalent		37%	33%
The managers above my manager		58%	45%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		49%
Female		49%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		1%
25 -29	■	9%
30 - 34	■	10%
35 - 39	■	12%
40 - 44	■	18%
45 - 49	■	17%
50 - 54	■	13%
55 - 59	■	12%
60 - 64	■	6%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

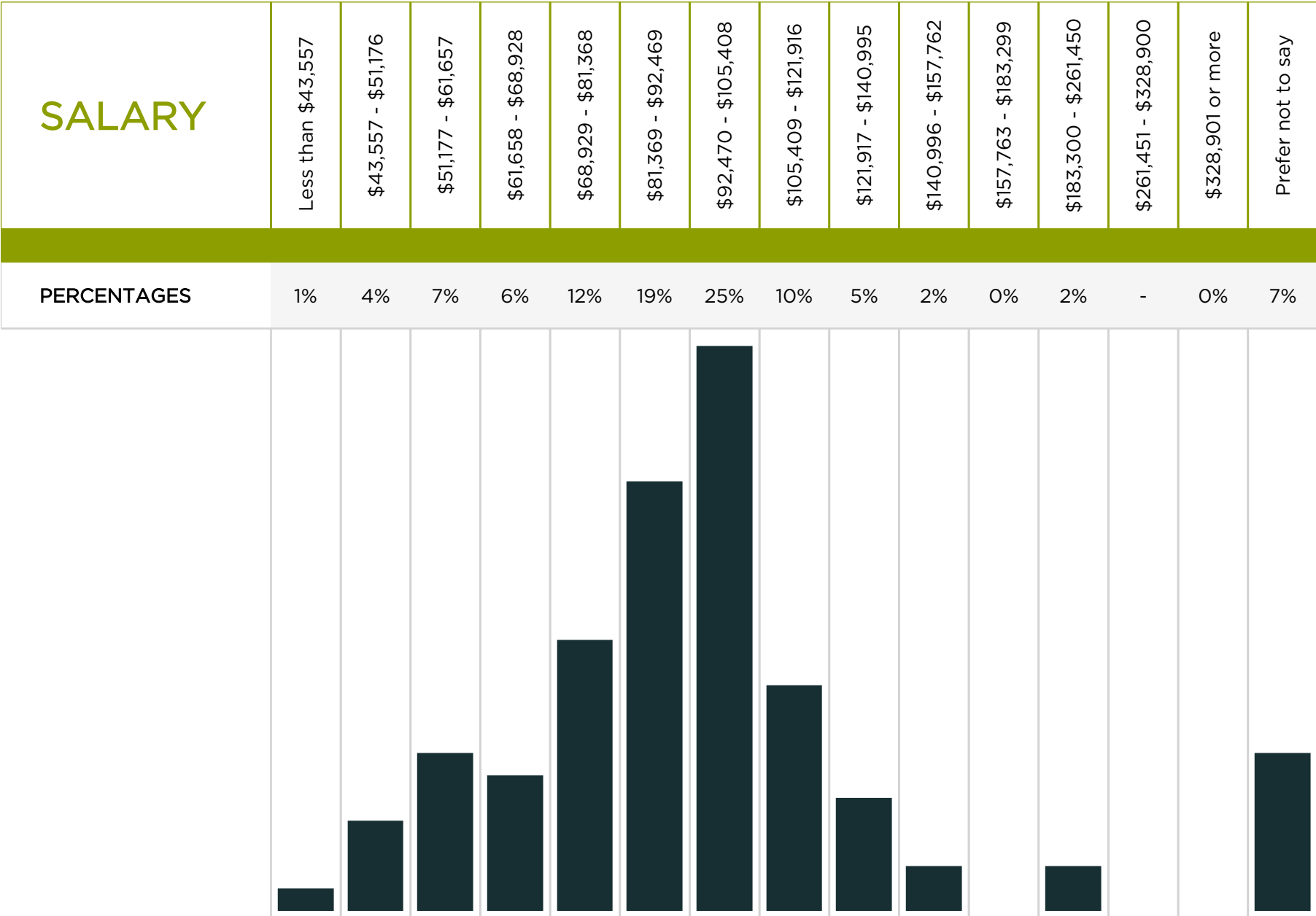
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	48%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	8%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	2%
Research	0%
Program and project management support	15%
Legal (including developing and/or reviewing legislation)	0%
Other	12%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		16%
1 - 2 years		10%
2 - 5 years		42%
5 - 10 years		18%
10 - 20 years		10%
More than 20 years		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working from different locations		23%
Working additional hours to make up for time off		23%
Working from home		20%
Part-time work		13%
None of the above		13%
Working more hours over fewer days		9%

% are calculated with the number of unique respondents (N = 853 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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

% are calculated with the number of unique respondents (N = 853 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.

	Local Land Services	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	884	416	70	63	52	13	3	133	2	107
EMPLOYEE ENGAGEMENT	68%	65%	74%	75%	76%	(r)	(r)	64%	(r)	71%
ENGAGEMENT WITH WORK	76%	74%	79%	79%	82%	(r)	(r)	71%	(r)	82%
SENIOR MANAGERS	59%	54%	64%	65%	72%	(r)	(r)	58%	(r)	63%
COMMUNICATION	71%	70%	76%	74%	77%	(r)	(r)	68%	(r)	75%
HIGH PERFORMANCE	71%	69%	76%	76%	79%	(r)	(r)	70%	(r)	76%
PUBLIC SECTOR VALUES	70%	68%	75%	75%	79%	(r)	(r)	69%	(r)	75%
DIVERSITY & INCLUSION	80%	79%	83%	84%	84%	(r)	(r)	79%	(r)	80%

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.

	Local Land Services	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	884	10	32	64	54	99	162	217	85	41	15	2	15	0
EMPLOYEE ENGAGEMENT	68%	(r)	71%	71%	69%	69%	68%	63%	67%	73%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	76%	81%	83%	74%	71%	74%	78%	82%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	(r)	56%	56%	62%	56%	57%	56%	64%	71%	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	70%	69%	70%	69%	71%	71%	76%	76%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	74%	74%	71%	70%	70%	69%	76%	77%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	70%	68%	72%	67%	70%	70%	75%	78%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	80%	80%	78%	80%	79%	79%	84%	80%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Local Land Services	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	884	1	60
EMPLOYEE ENGAGEMENT	68%	(r)	68%
ENGAGEMENT WITH WORK	76%	(r)	74%
SENIOR MANAGERS	59%	(r)	60%
COMMUNICATION	71%	(r)	69%
HIGH PERFORMANCE	71%	(r)	69%
PUBLIC SECTOR VALUES	70%	(r)	70%
DIVERSITY & INCLUSION	80%	(r)	76%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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.

	Local Land Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	884	135	81	354	152	87	42
EMPLOYEE ENGAGEMENT	68%	74%	73%	66%	67%	64%	69%
ENGAGEMENT WITH WORK	76%	77%	81%	75%	77%	73%	75%
SENIOR MANAGERS	59%	74%	65%	55%	54%	57%	56%
COMMUNICATION	71%	81%	78%	68%	72%	68%	65%
HIGH PERFORMANCE	71%	78%	77%	69%	70%	70%	70%
PUBLIC SECTOR VALUES	70%	81%	77%	68%	68%	68%	66%
DIVERSITY & INCLUSION	80%	84%	85%	79%	80%	76%	75%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Local Land Services	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	884	643	74	194	17	114	15	196	171	13	40	9	12	109
EMPLOYEE ENGAGEMENT	68%	68%	70%	68%	(r)	67%	(r)	74%	70%	(r)	69%	(r)	(r)	66%
ENGAGEMENT WITH WORK	76%	77%	82%	77%	(r)	81%	(r)	81%	83%	(r)	68%	(r)	(r)	70%
SENIOR MANAGERS	59%	59%	65%	60%	(r)	61%	(r)	67%	66%	(r)	56%	(r)	(r)	54%
COMMUNICATION	71%	72%	78%	72%	(r)	75%	(r)	77%	78%	(r)	74%	(r)	(r)	68%
HIGH PERFORMANCE	71%	72%	77%	74%	(r)	75%	(r)	78%	77%	(r)	70%	(r)	(r)	67%
PUBLIC SECTOR VALUES	70%	71%	75%	73%	(r)	73%	(r)	78%	77%	(r)	71%	(r)	(r)	66%
DIVERSITY & INCLUSION	80%	81%	86%	83%	(r)	86%	(r)	86%	86%	(r)	83%	(r)	(r)	73%

*multiple types may be chosen.

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



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.

	Local Land Services	New England and North West	Central West	Capital Region	Far West and Orana	Murray	Hunter Valley exc Newcastle	Riverina	Sydney West	Sydney - Outer West and Blue Mountains	Coffs Harbour - Grafton	Sydney East	Mid North Coast
NUMBER OF RESPONDENTS	884	102	86	82	78	78	68	62	59	43	24	22	22
EMPLOYEE ENGAGEMENT	68%	73%	66%	69%	69%	75%	63%	73%	75%	77%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	85%	72%	78%	73%	77%	73%	85%	79%	81%	(r)	(r)	(r)
SENIOR MANAGERS	59%	64%	58%	50%	61%	73%	53%	68%	75%	80%	(r)	(r)	(r)
COMMUNICATION	71%	77%	69%	67%	76%	81%	71%	79%	80%	84%	(r)	(r)	(r)
HIGH PERFORMANCE	71%	76%	68%	70%	71%	81%	70%	78%	81%	86%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	74%	69%	66%	71%	82%	69%	75%	82%	86%	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	84%	75%	79%	83%	89%	82%	87%	82%	85%	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY REGION



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.

	Local Land Services	Newcastle and Lake Macquarie	Southern Highlands and Shoalhaven	Sydney - Parramatta	Sydney - City and Inner South	Richmond - Tweed	Sydney - Sutherland	Illawarra	Central Coast	Sydney - North Sydney and Hornsby	OUTSIDE NSW	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde
NUMBER OF RESPONDENTS	884	21	19	16	15	14	6	5	4	1	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	(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	59%	(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	71%	(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	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



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.

	Local Land Services	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - South West
NUMBER OF RESPONDENTS	884	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(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

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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.

	Local Land Services	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	884	1	12	72	88	103	151	147	110	97	48	12
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	69%	70%	68%	70%	67%	69%	63%	67%	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	73%	74%	78%	77%	76%	76%	74%	81%	(r)
SENIOR MANAGERS	59%	(r)	(r)	61%	56%	62%	64%	60%	60%	50%	61%	(r)
COMMUNICATION	71%	(r)	(r)	72%	70%	76%	76%	72%	72%	62%	74%	(r)
HIGH PERFORMANCE	71%	(r)	(r)	74%	70%	74%	76%	71%	74%	65%	70%	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	72%	69%	73%	75%	71%	72%	64%	73%	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	82%	81%	85%	83%	78%	82%	74%	78%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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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.

	Local Land Services	Male	Female	Other
NUMBER OF RESPONDENTS	884	424	424	9
EMPLOYEE ENGAGEMENT	68%	69%	68%	(r)
ENGAGEMENT WITH WORK	76%	76%	76%	(r)
SENIOR MANAGERS	59%	60%	59%	(r)
COMMUNICATION	71%	73%	71%	(r)
HIGH PERFORMANCE	71%	72%	73%	(r)
PUBLIC SECTOR VALUES	70%	72%	71%	(r)
DIVERSITY & INCLUSION	80%	80%	81%	(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 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

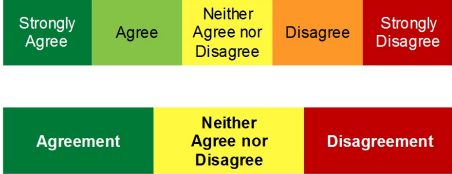
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 THE SURVEY AND ITS METHODOLOGY

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