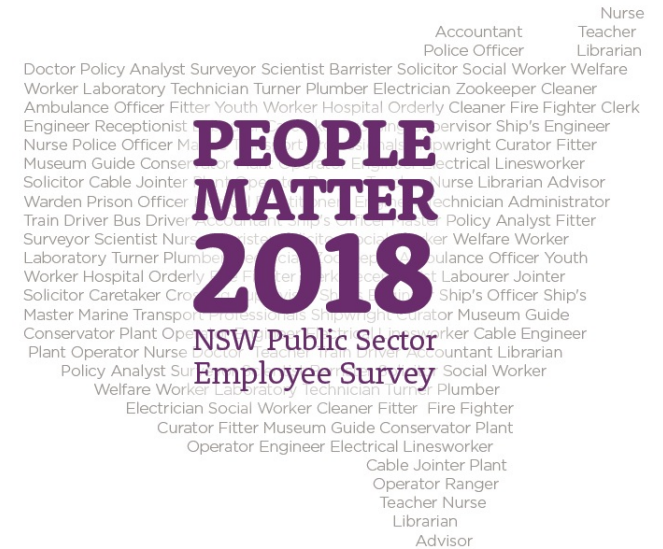

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Office of the Children's Guardian

RESPONSE RATE

89%

134 OF 151 RESPONDENTS

EMPLOYEE ENGAGEMENT

71%

DIFFERENCE FROM 2017 **+13**

DIFFERENCE FROM PUBLIC SECTOR **+5**

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2017 **+14**

DIFFERENCE FROM PUBLIC SECTOR **+2**

SENIOR MANAGERS

53%

DIFFERENCE FROM 2017 **+33**

DIFFERENCE FROM PUBLIC SECTOR **+4**

COMMUNICATION

65%

DIFFERENCE FROM 2017 **+20**

DIFFERENCE FROM PUBLIC SECTOR **+3**

HIGH PERFORMANCE

67%

DIFFERENCE FROM 2017 **+17**

DIFFERENCE FROM PUBLIC SECTOR **+2**

PUBLIC SECTOR VALUES

66%

DIFFERENCE FROM 2017 **+22**

DIFFERENCE FROM PUBLIC SECTOR **+4**

DIVERSITY & INCLUSION

75%

DIFFERENCE FROM PUBLIC SECTOR **+7**

FLEXIBLE WORKING SATISFACTION

68%

DIFFERENCE FROM 2017 **-7**

DIFFERENCE FROM PUBLIC SECTOR **+9**

ACTION ON RESULTS

78%

DIFFERENCE FROM 2017 **+65**

DIFFERENCE FROM PUBLIC SECTOR **+41**



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

2c.	I receive help and support from other members of my workgroup	94%	80%
2a.	My workgroup strives to achieve customer/client satisfaction	90%	80%
2e.	People in my workgroup treat each other with respect	88%	80%
1a.	I understand what is expected of me to do well in my role	86%	74%
2b.	My workgroup works collaboratively to achieve its objectives	84%	70%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	83%	81%
7j.	I am proud to tell others I work for my organisation	81%	59%
1g.	I know how to address a health and safety issue I have identified	81%	-
7a.	My organisation focuses on improving the work we do	80%	58%
5b.	My manager listens to what I have to say	80%	69%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

9a.	I have confidence in the ways my organisation resolves grievances	33%	15%
7g.	I have confidence in the way recruitment decisions are made	37%	32%
5h.	My manager appropriately deals with employees who perform poorly	38%	21%
3e.	My performance is assessed against clear criteria	39%	24%
3g.	I am satisfied with the opportunities available for career development in my organisation	42%	24%
7d.	There is good co-operation between teams across our organisation	44%	24%
7e.	People in my organisation take responsibility for their own actions	48%	39%
7f.	My organisation is committed to developing its employees	49%	19%
6b.	I feel that senior managers effectively lead and manage change	50%	17%
6d.	Senior managers encourage innovation by employees	50%	19%



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

14.	I believe action will be taken on the results from this survey by my organisation	78%	13%
6g.	I feel that senior managers keep employees informed about what's going on	56%	13%
7c.	I feel that change is managed well in my organisation	58%	15%
7b.	My organisation is making the necessary improvements to meet our future challenges	76%	35%
6h.	I feel that senior managers listen to employees	53%	15%
6a.	I believe senior managers provide clear direction for the future of the organisation	52%	17%
6b.	I feel that senior managers effectively lead and manage change	50%	17%
6d.	Senior managers encourage innovation by employees	50%	19%
6c.	I feel that senior managers model the values of my organisation	52%	21%
7i.	My organisation motivates me to help it achieve its objectives	65%	35%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

8d.	How satisfied are you with your ability to access and use flexible working arrangements?	68%	75%
-----	--	-----	-----



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

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



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



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



Q6d. Senior managers encourage innovation by employees



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



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



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



Q6d. Senior managers encourage innovation by employees



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



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



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



Q6d. Senior managers encourage innovation by employees



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.

78%

of employees replied favourably to:

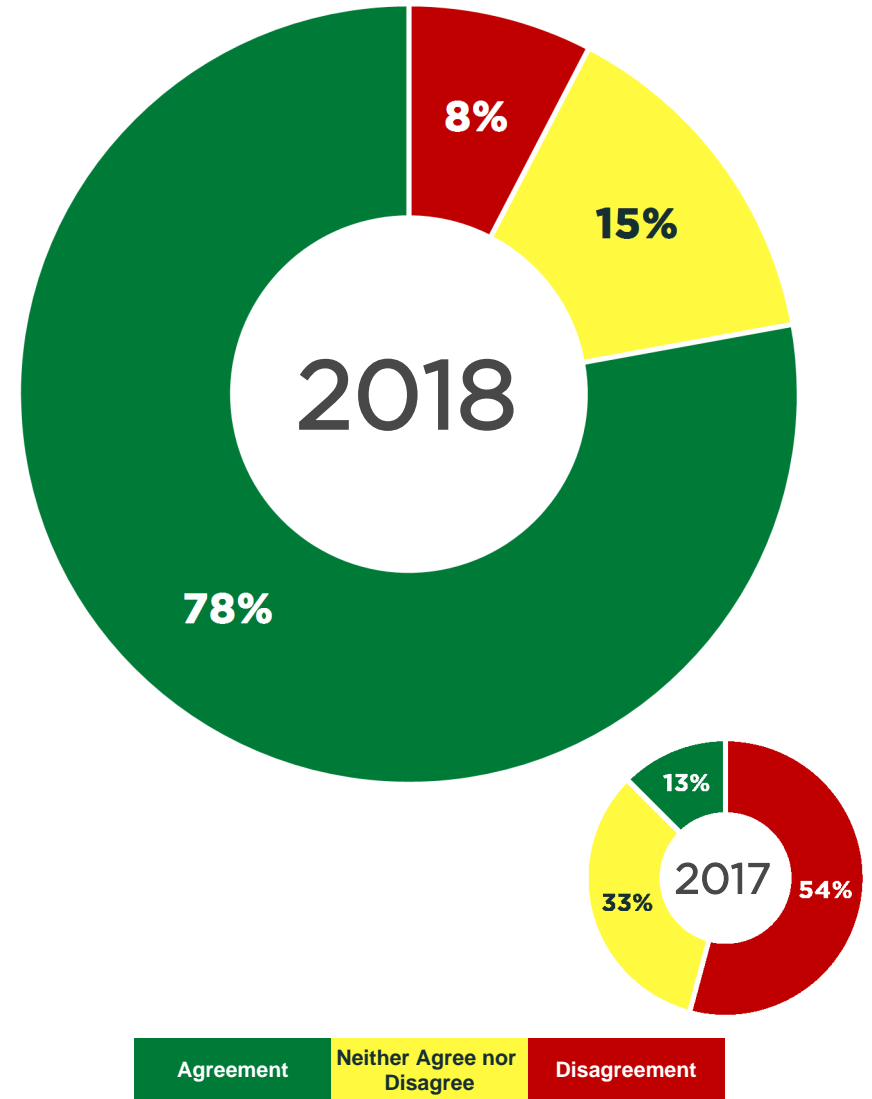
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

13%

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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	49%	19%	52%
2	Q6d. Senior managers encourage innovation by employees	50%	19%	50%
3	Q3g. I am satisfied with the opportunities available for career development in my organisation	42%	24%	50%
4	Q3f. I have received appropriate training and development to do my job well	54%	37%	65%
5	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	58%	28%	62%
6	Q5c. My manager communicates effectively with me	68%	61%	72%



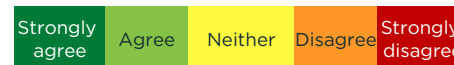
EXPLORE THE FULL RESULTS

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	71% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	19	52	22		71%	44%	61%
Q7j. I am proud to tell others I work for my organisation	26	55	17		81%	59%	69%
Q7k. I feel a strong personal attachment to my organisation	20	46	27	8	66%	44%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	45	25	9	65%	35%	55%
Q7m. My organisation inspires me to do the best in my job	21	41	29	8	62%	34%	55%

KEY





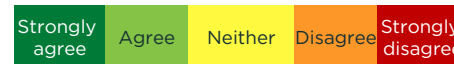
EXPLORE THE FULL RESULTS

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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	74% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	31	49	12		80%	65%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	32	42	19		74%	61%	72%
Q1e. I am satisfied with my job	23	46	21	10	69%	53%	69%

KEY





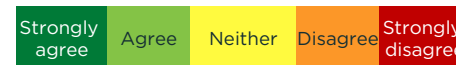
EXPLORE THE FULL RESULTS

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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	53% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	39	32	14	52%	17%	49%
Q6b. I feel that senior managers effectively lead and manage change	13	38	31	15	50%	17%	46%
Q6c. I feel that senior managers model the values of my organisation	14	38	32	11	52%	21%	50%
Q6d. Senior managers encourage innovation by employees	11	40	34	13	50%	19%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	40	33	14	51%	36%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	45	26	15	58%	28%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	16	56%	13%	47%
Q6h. I feel that senior managers listen to employees	13	40	22	22	53%	15%	43%
Q7c. I feel that change is managed well in my organisation	18	40	27	10	58%	15%	40%

KEY





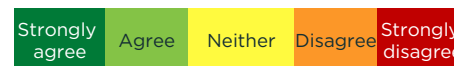
EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	65% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q5c. My manager communicates effectively with me	27	42	18	8	68%	61%	72%
Q5d. My manager encourages and values employee input	27	45	15	8	72%	60%	72%
Q5e. My manager involves my workgroup in decisions about our work	27	35	22	12	62%	60%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	16	56%	13%	47%
Q6h. I feel that senior managers listen to employees	13	40	22	22	53%	15%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	53	12	8	77%	61%	67%

KEY





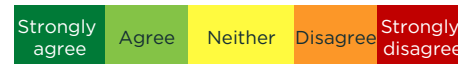
EXPLORE THE FULL RESULTS

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				67% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	34	52	7		86%	74%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	39	45	9	7	84%	70%	79%	
Q3f. I have received appropriate training and development to do my job well	13	41	22	18	54%	37%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	42	19	9	68%	60%	74%	
Q5f. I have confidence in the decisions my manager makes	29	42	17	9	71%	69%	68%	
Q6d. Senior managers encourage innovation by employees	11	40	34	13	50%	19%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	40	33	14	51%	36%	52%	
Q7a. My organisation focuses on improving the work we do	26	55	14		80%	58%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	20	56	20		76%	35%	57%	

KEY

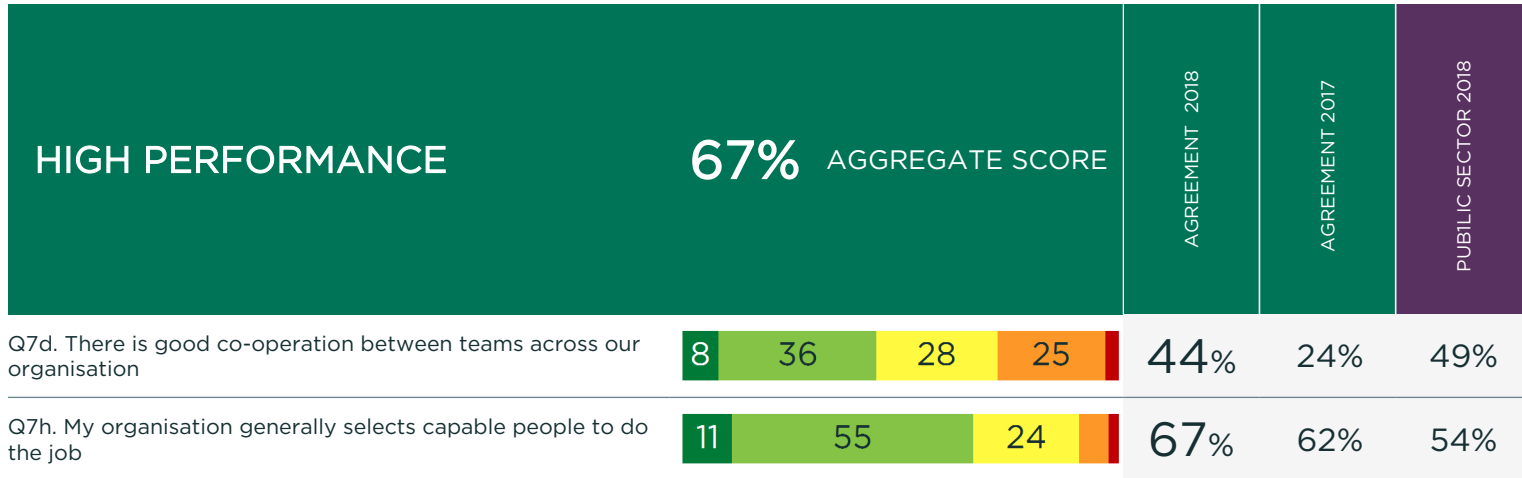




EXPLORE THE FULL RESULTS

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





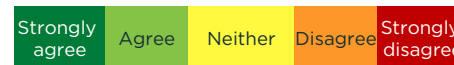
EXPLORE THE FULL RESULTS

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	66% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018	
	Q2a. My workgroup strives to achieve customer/client satisfaction	39	51	8	90%	80%	86%
Q2e. People in my workgroup treat each other with respect	45	43	8	88%	80%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	42	19	9	68%	60%	74%
Q5b. My manager listens to what I have to say	32	48	10	8	80%	69%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	39	32	14	52%	17%	49%
Q6c. I feel that senior managers model the values of my organisation	14	38	32	11	52%	21%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	45	26	15	58%	28%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	16	56%	13%	47%
Q6h. I feel that senior managers listen to employees	13	40	22	22	53%	15%	43%

KEY

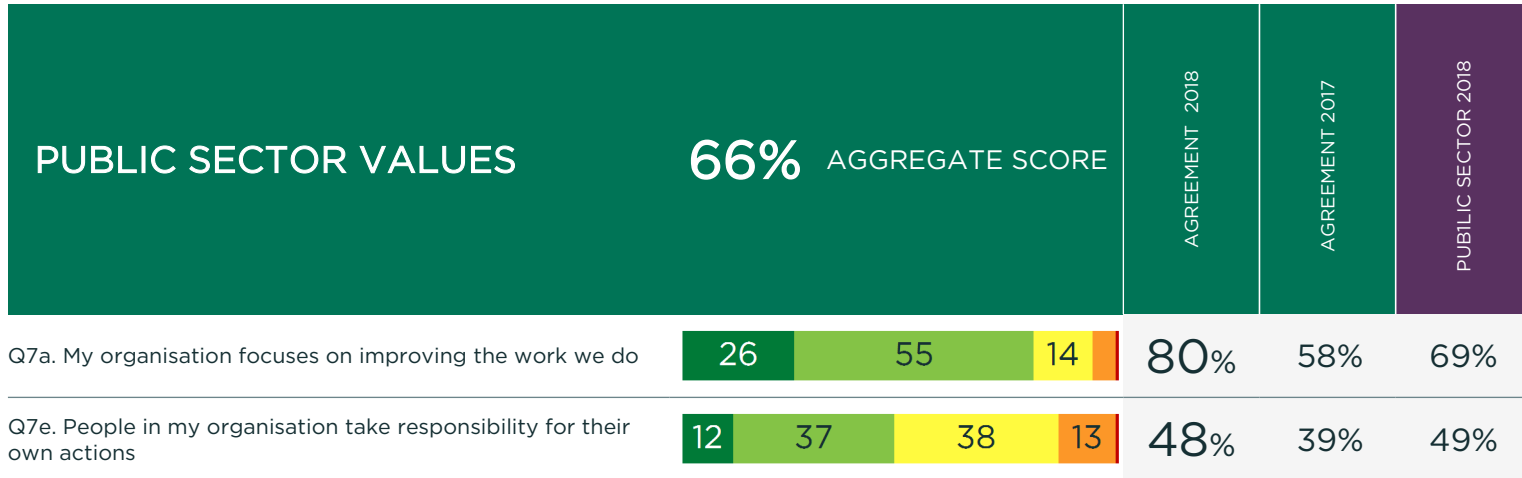




EXPLORE THE FULL RESULTS

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





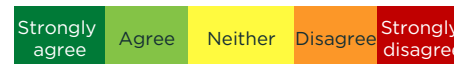
EXPLORE THE FULL RESULTS

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	75% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	25	51	10	12	75%	50%	65%
Q5b. My manager listens to what I have to say	32	48	10	8	80%	69%	76%
Q5d. My manager encourages and values employee input	27	45	15	8	72%	60%	72%
Q6i. Senior managers in my organisation support the career advancement of women	22	42	32		64%	46%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	55	18		77%	68%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	33	50	11		83%	81%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	53	12	8	77%	61%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	26	41	17	12	68%	75%	59%
Q8e. My manager supports flexible working in my team	30	45	17		75%	-	63%

KEY

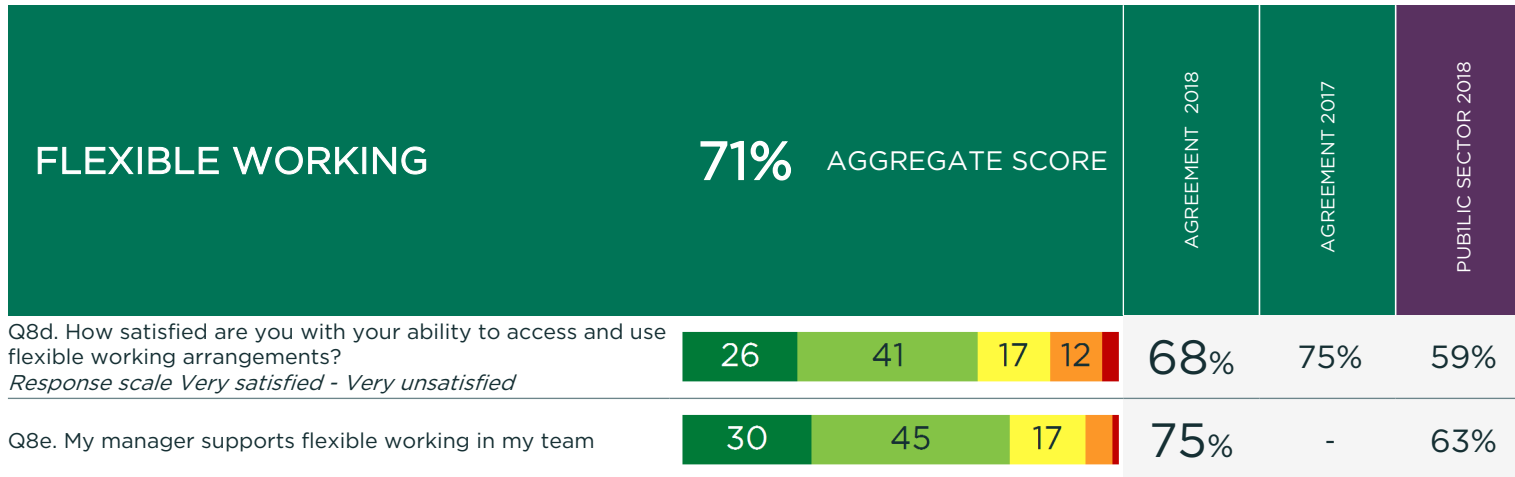




EXPLORE THE FULL RESULTS

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

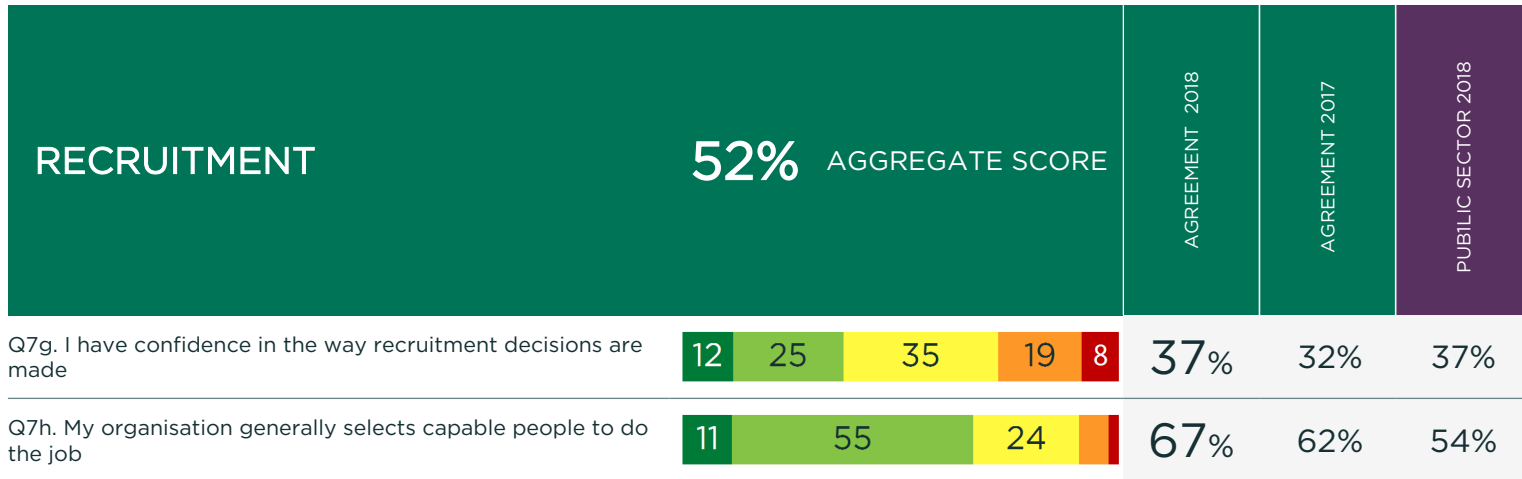




EXPLORE THE FULL RESULTS

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	49% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	44	20	11	65%	47%	65%	
Q3e. My performance is assessed against clear criteria	10	28	29	26	39%	24%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	32	29	20	10	42%	24%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	26	38	22	11	64%	58%	69%	
Q5h. My manager appropriately deals with employees who perform poorly	14	24	38	16	8	38%	21%	46%
Q7f. My organisation is committed to developing its employees	12	37	34	15	49%	19%	52%	

KEY





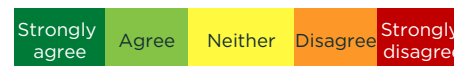
EXPLORE THE FULL RESULTS

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.

WORKPLACE SUPPORT	81% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018		
Q1b. I am provided with the support I need to do my best at work	25	51	10	12	75%	50%	65%
Q1f. I am able to keep my work stress at an acceptable level	22	54	13	8	77%	65%	60%
Q2c. I receive help and support from other members of my workgroup	46	48			94%	80%	81%
Q2d. There is good team spirit in my workgroup	46	34	9	9	80%	69%	70%

KEY

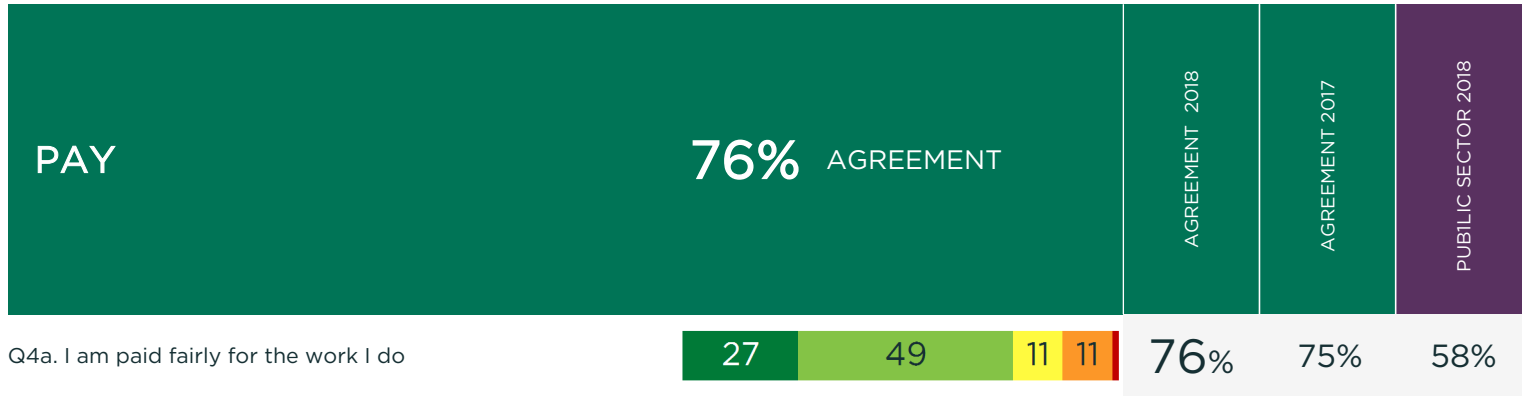




EXPLORE THE FULL RESULTS

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

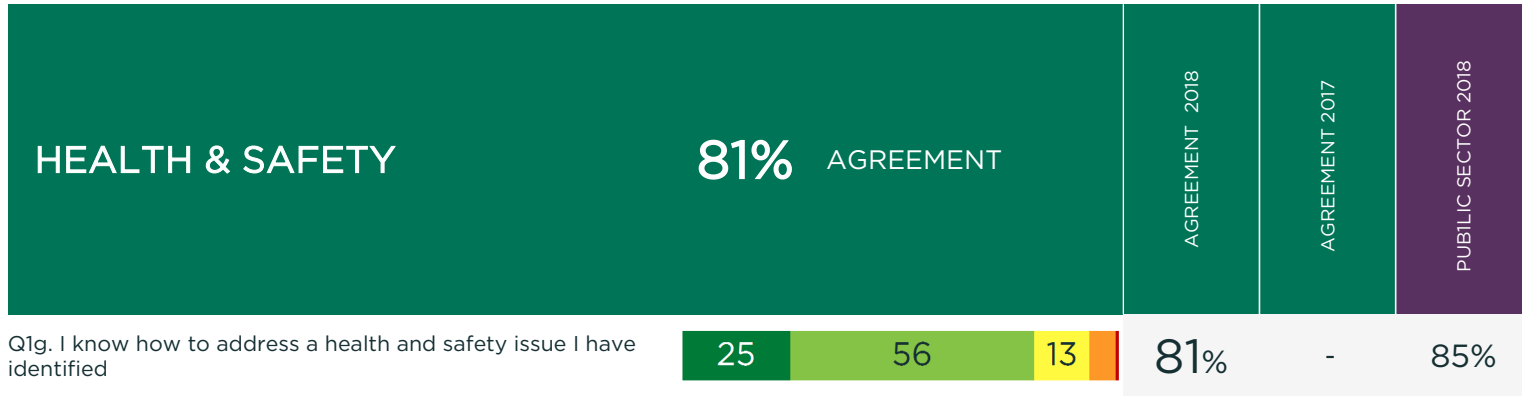




EXPLORE THE FULL RESULTS

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.



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

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.

ACTION ON RESULTS

78% AGREEMENT

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

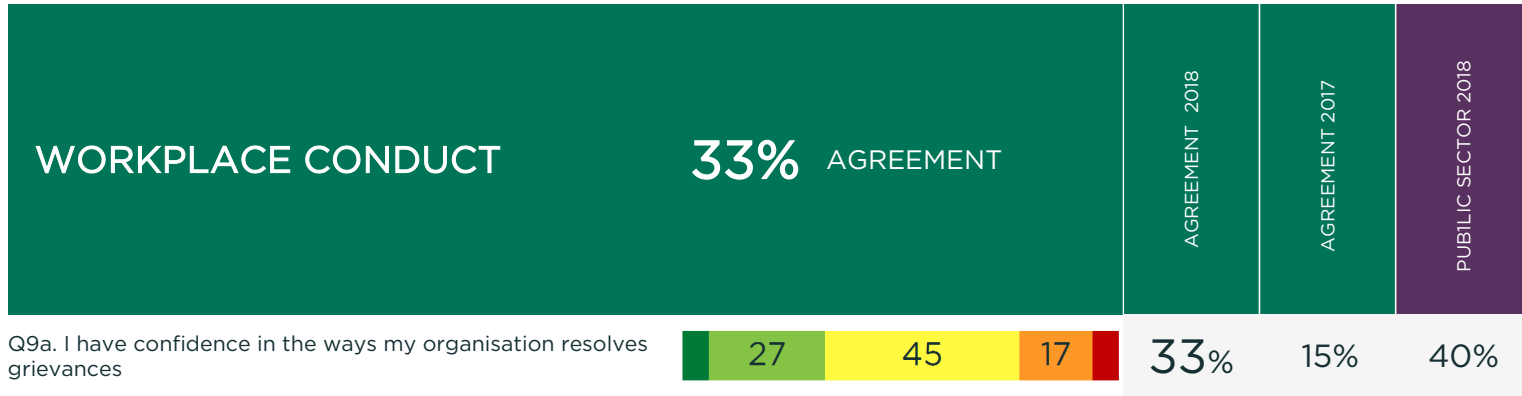




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

		2018	2017	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		37%	22%	71%
No		63%	78%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		81%	69%	76%
No		19%	31%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		62%	38%	58%
No		38%	63%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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		52%	70%	41%
No		48%	30%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of visible opportunities		32%	46%	30%
The application/recruitment process is too cumbersome or time consuming		32%	20%	23%
There are no major barriers to my career progression		31%	20%	32%
Lack of promotion opportunities		31%	39%	29%
Personal/family considerations		27%	29%	30%
Insufficient training and development		23%	22%	16%
Geographic location considerations		18%	30%	26%
Lack of support for temporary assignments/secondments		18%	22%	15%
Lack of required capabilities or experience		15%	17%	11%
Lack of support from my manager/supervisor		11%	13%	14%
Other		10%	12%	9%

% are calculated with the number of unique respondents (N = 130 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		21%	20%	24%
No		66%	59%	58%
Don't know		14%	21%	18%

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

Yes		59%	15%	66%
No		37%	77%	32%
Don't know		4%	8%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		33%	38%	33%
No		61%	49%	57%
Don't know		7%	14%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		17%	15%	18%
No		79%	74%	76%
Don't know		4%	11%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

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	PUBLIC SECTOR 2018
A senior manager		43%	45%	21%
Your Immediate Manager/Supervisor		26%	27%	23%
A subordinate		13%	9%	7%
Prefer not to say		13%	9%	14%
A fellow worker at your level		4%	9%	27%
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

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	PUBLIC SECTOR 2018
Yes	0%	-	3%
No	99%	-	94%
Don't know	1%	-	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)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		24%
Female		74%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		3%
25 -29		10%
30 - 34		26%
35 - 39		13%
40 - 44		13%
45 - 49		12%
50 - 54		13%
55 - 59		6%
60 - 64		2%
65+		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

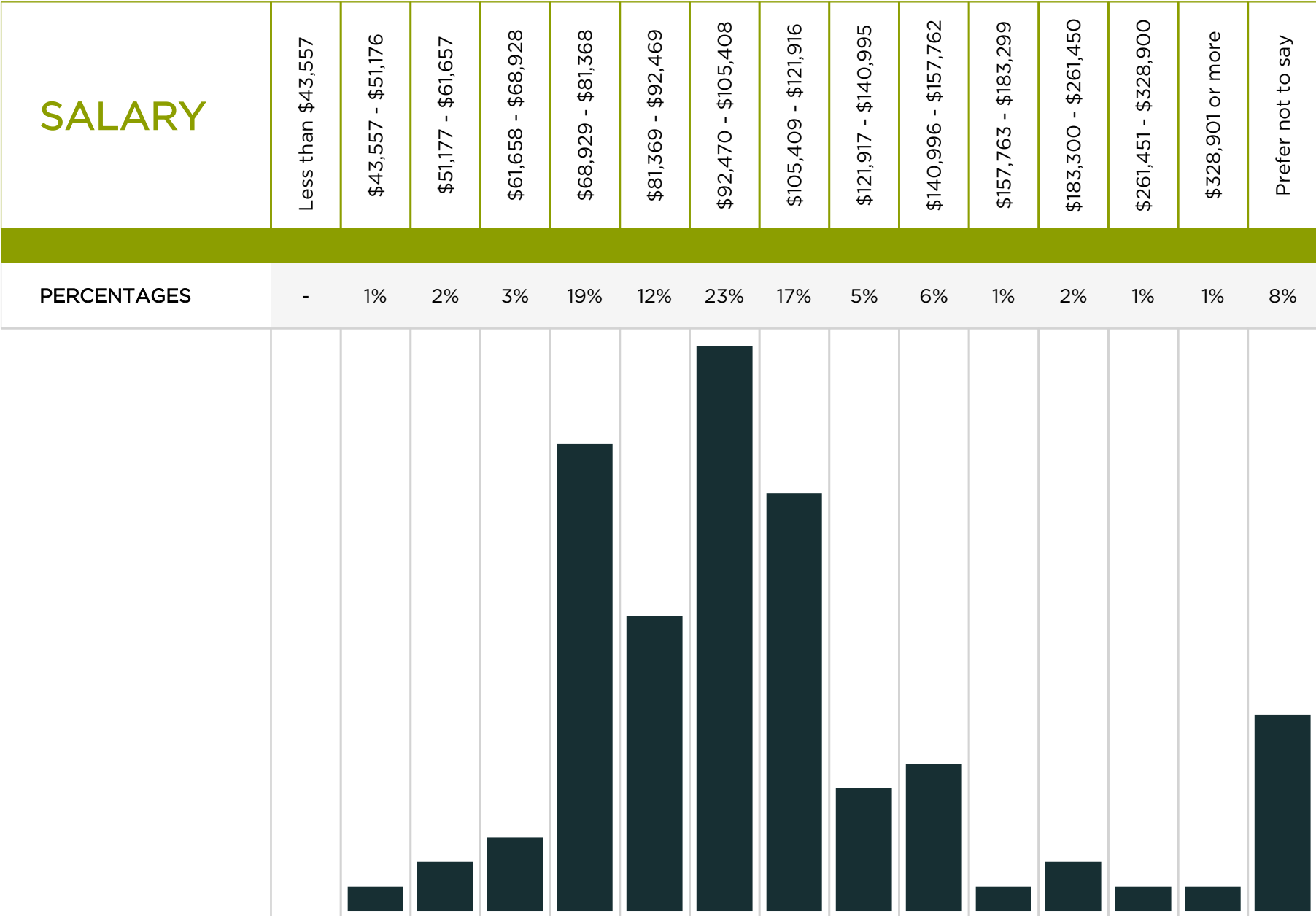
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	21%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	14%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	12%
Policy	3%
Research	2%
Program and project management support	12%
Legal (including developing and/or reviewing legislation)	4%
Other	25%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		20%
1 - 2 years		13%
2 - 5 years		38%
5 - 10 years		23%
10 - 20 years		7%
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		79%
Working additional hours to make up for time off		20%
None of the above		14%
Part-time work		13%
Working from home		13%
Working more hours over fewer days		12%
Leave without pay		9%

% are calculated with the number of unique respondents (N = 128 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Other	5%
Study leave	4%
Flexible scheduling for rostered workers	3%
Working from different locations	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 128 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.

	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	134	27	18	9	15	4	2	15	5	32
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%

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.

	Office of the Children's Guardian	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	134	0	1	2	4	24	15	30	22	7	8	1	3	1
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	39%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(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 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.

	Office of the Children's Guardian	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	134	1	10
EMPLOYEE ENGAGEMENT	71%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)
COMMUNICATION	65%	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)
DIVERSITY & INCLUSION	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

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.

	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	134	25	16	48	29	9	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	64%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	69%	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	46%	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	54%	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	61%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	58%	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	71%	(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

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.

	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	134	101	15	26	4	16	1	3	16	0	12	5	6	18
EMPLOYEE ENGAGEMENT	71%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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

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

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.

	Office of the Children's Guardian	Sydney East	Sydney - City and Inner South	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray
NUMBER OF RESPONDENTS	134	119	119	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	71%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	75%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	54%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	65%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	66%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	76%	76%	(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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CUT OFF LIMIT OF 30 RESPONDENTS

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.

	Office of the Children's Guardian	Sydney - Blacktown	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	134	1	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(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.

	Office of the Children's Guardian	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	134	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(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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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.

	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	134	0	4	13	33	17	17	15	17	8	3	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	Office of the Children's Guardian	Male	Female	Other
NUMBER OF RESPONDENTS	134	31	96	2
EMPLOYEE ENGAGEMENT	71%	69%	71%	(r)
ENGAGEMENT WITH WORK	74%	74%	75%	(r)
SENIOR MANAGERS	53%	56%	54%	(r)
COMMUNICATION	65%	74%	62%	(r)
HIGH PERFORMANCE	67%	70%	67%	(r)
PUBLIC SECTOR VALUES	66%	70%	66%	(r)
DIVERSITY & INCLUSION	75%	79%	75%	(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

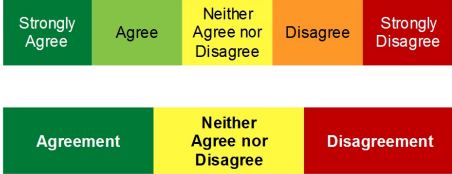
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.