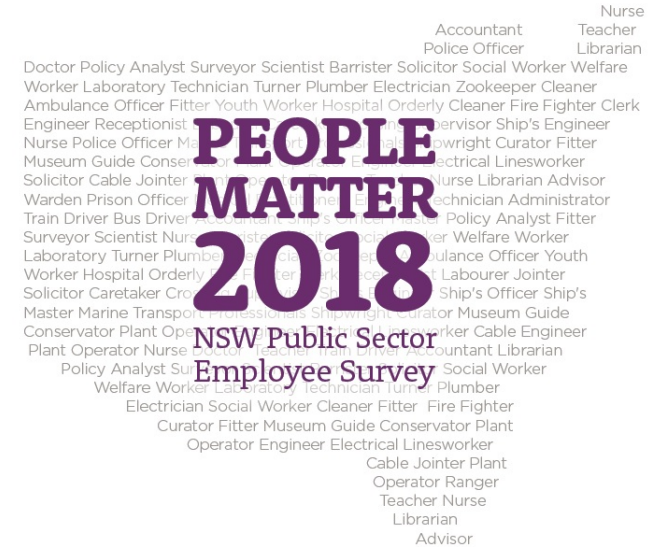

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Ombudsman's Office

RESPONSE RATE

71%

156 OF 221 RESPONDENTS

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2017 -2

DIFFERENCE FROM PUBLIC SECTOR +4

ENGAGEMENT WITH WORK

78%

DIFFERENCE FROM 2017 +1

DIFFERENCE FROM PUBLIC SECTOR +5

SENIOR MANAGERS

53%

DIFFERENCE FROM 2017 -5

DIFFERENCE FROM PUBLIC SECTOR +4

COMMUNICATION

66%

DIFFERENCE FROM 2017 -1

DIFFERENCE FROM PUBLIC SECTOR +5

HIGH PERFORMANCE

69%

DIFFERENCE FROM 2017 -2

DIFFERENCE FROM PUBLIC SECTOR +5

PUBLIC SECTOR VALUES

67%

DIFFERENCE FROM 2017 -5

DIFFERENCE FROM PUBLIC SECTOR +5

DIVERSITY & INCLUSION

78%

DIFFERENCE FROM PUBLIC SECTOR +10

FLEXIBLE WORKING SATISFACTION

83%

DIFFERENCE FROM 2017 +3

DIFFERENCE FROM PUBLIC SECTOR +24

ACTION ON RESULTS

52%

DIFFERENCE FROM 2017 -3

DIFFERENCE FROM PUBLIC SECTOR +16



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

1g.	I know how to address a health and safety issue I have identified	90%	-
2a.	My workgroup strives to achieve customer/client satisfaction	90%	88%
1a.	I understand what is expected of me to do well in my role	88%	93%
2c.	I receive help and support from other members of my workgroup	86%	86%
8e.	My manager supports flexible working in my team	86%	-
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	85%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	83%	80%
2b.	My workgroup works collaboratively to achieve its objectives	83%	75%
1c.	My job gives me a feeling of personal accomplishment	83%	82%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	82%	86%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

9a.	I have confidence in the ways my organisation resolves grievances	32%	39%
7c.	I feel that change is managed well in my organisation	32%	47%
7d.	There is good co-operation between teams across our organisation	35%	46%
5h.	My manager appropriately deals with employees who perform poorly	40%	39%
6d.	Senior managers encourage innovation by employees	43%	50%
3g.	I am satisfied with the opportunities available for career development in my organisation	46%	43%
7g.	I have confidence in the way recruitment decisions are made	46%	62%
6h.	I feel that senior managers listen to employees	50%	51%
6a.	I believe senior managers provide clear direction for the future of the organisation	50%	58%
6b.	I feel that senior managers effectively lead and manage change	51%	50%



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
2b.	My workgroup works collaboratively to achieve its objectives	83%	75%
3e.	My performance is assessed against clear criteria	70%	62%
1f.	I am able to keep my work stress at an acceptable level	70%	64%
7b.	My organisation is making the necessary improvements to meet our future challenges	64%	58%
5g.	My manager provides acknowledgement or other recognition for the work I do	75%	70%
1d.	I feel motivated to contribute more than what is normally required at work	76%	71%
3f.	I have received appropriate training and development to do my job well	70%	66%
4a.	I am paid fairly for the work I do	81%	78%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	83%	80%
5f.	I have confidence in the decisions my manager makes	78%	75%

- LEAST IMPROVED AGREEMENT QUESTIONS		AGREEMENT 2018	AGREEMENT 2017
7g.	I have confidence in the way recruitment decisions are made	46%	62%
7c.	I feel that change is managed well in my organisation	32%	47%
2e.	People in my workgroup treat each other with respect	75%	88%
7e.	People in my organisation take responsibility for their own actions	53%	64%
6c.	I feel that senior managers model the values of my organisation	55%	66%
7d.	There is good co-operation between teams across our organisation	35%	46%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	66%	75%
7h.	My organisation generally selects capable people to do the job	72%	81%
6a.	I believe senior managers provide clear direction for the future of the organisation	50%	58%
9a.	I have confidence in the ways my organisation resolves grievances	32%	39%



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

Q5h. My manager appropriately deals with employees who perform poorly



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



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



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



Q6d. Senior managers encourage innovation by employees



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5h. My manager appropriately deals with employees who perform poorly



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



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



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



Q6d. Senior managers encourage innovation by employees



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager appropriately deals with employees who perform poorly



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



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



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



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.

52%

of employees replied favourably to:

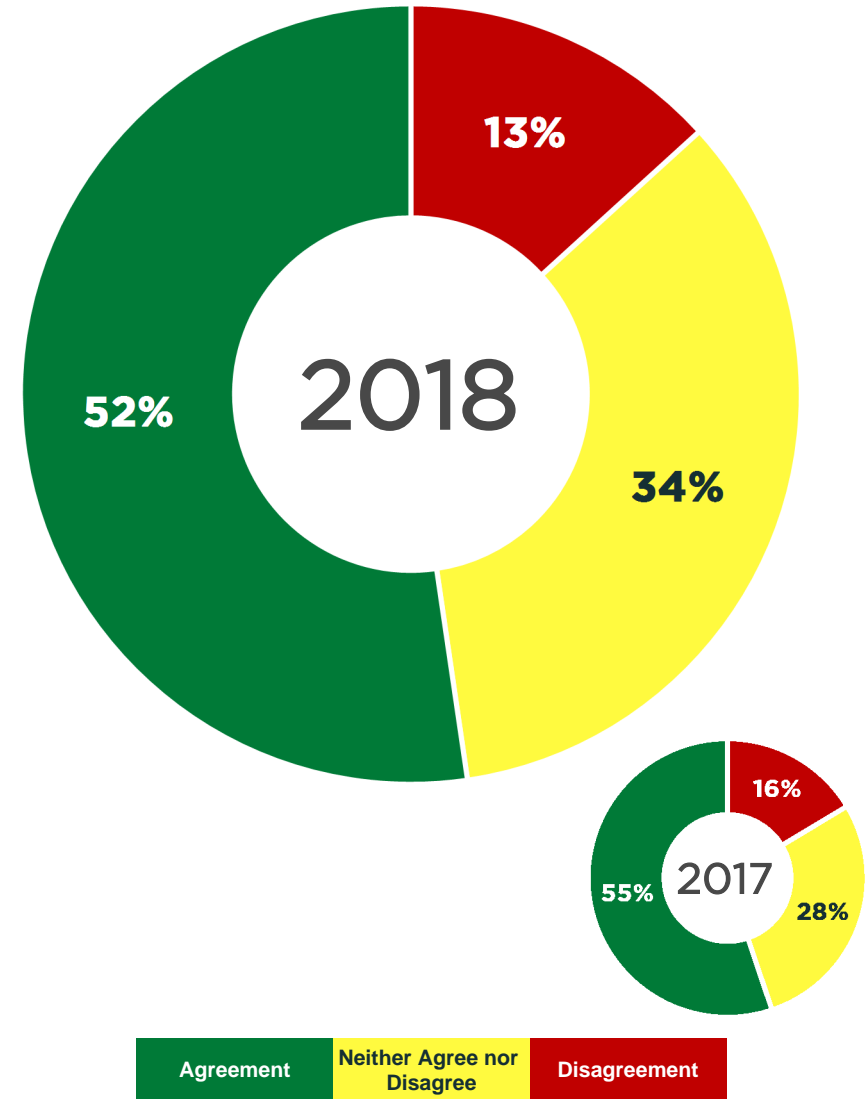
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

55%

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	Q6h. I feel that senior managers listen to employees	50%	51%	43%
2	Q6c. I feel that senior managers model the values of my organisation	55%	66%	50%
3	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	82%	86%	75%
4	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	85%	76%
5	Q7f. My organisation is committed to developing its employees	60%	57%	52%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	50%	58%	49%



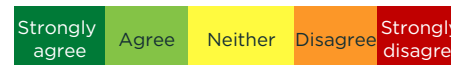
EXPLORE THE FULL RESULTS

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	70% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	23	46	16	11	69%	72%	61%
Q7j. I am proud to tell others I work for my organisation	34	47	14	5	81%	81%	69%
Q7k. I feel a strong personal attachment to my organisation	28	36	26	9	64%	64%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	46	22	10	64%	68%	55%
Q7m. My organisation inspires me to do the best in my job	21	42	23	9	63%	65%	55%

KEY





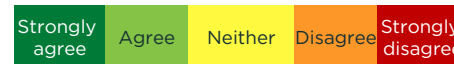
EXPLORE THE FULL RESULTS

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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	78% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	30	53	12	83%	82%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	35	42	14	76%	71%	72%	
Q1e. I am satisfied with my job	24	50	13	11	74%	76%	69%

KEY





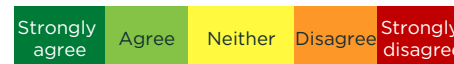
EXPLORE THE FULL RESULTS

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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	12	38	24	16	10	50%	58%	49%
Q6b. I feel that senior managers effectively lead and manage change	12	40	21	16	12	51%	50%	46%
Q6c. I feel that senior managers model the values of my organisation	14	41	20	13	12	55%	66%	50%
Q6d. Senior managers encourage innovation by employees	11	32	33	16	8	43%	50%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	20	46	26			66%	75%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	54	16	8		73%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	40	22	16	10	52%	52%	47%
Q6h. I feel that senior managers listen to employees	10	39	23	18	9	50%	51%	43%
Q7c. I feel that change is managed well in my organisation		26	37	24	7	32%	47%	40%

KEY





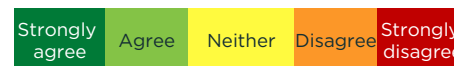
EXPLORE THE FULL RESULTS

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	66% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018			
Q5c. My manager communicates effectively with me	32	46	9	8	79%	79%	72%	
Q5d. My manager encourages and values employee input	35	41	10	9	76%	80%	72%	
Q5e. My manager involves my workgroup in decisions about our work	28	42	15	9	69%	66%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	12	40	22	16	10	52%	52%	47%
Q6h. I feel that senior managers listen to employees	10	39	23	18	9	50%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	46	15	10	70%	76%	67%	

KEY





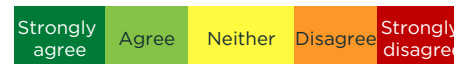
EXPLORE THE FULL RESULTS

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				69% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	35	53				88%	93%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	45	38	9	8		83%	75%	79%
Q3f. I have received appropriate training and development to do my job well	19	51	17	10		70%	66%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	47	11			80%	79%	74%
Q5f. I have confidence in the decisions my manager makes	38	40	14			78%	75%	68%
Q6d. Senior managers encourage innovation by employees	11	32	33	16	8	43%	50%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	20	46	26			66%	75%	52%
Q7a. My organisation focuses on improving the work we do	28	50	14			78%	81%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	49	23	9		64%	58%	57%

KEY

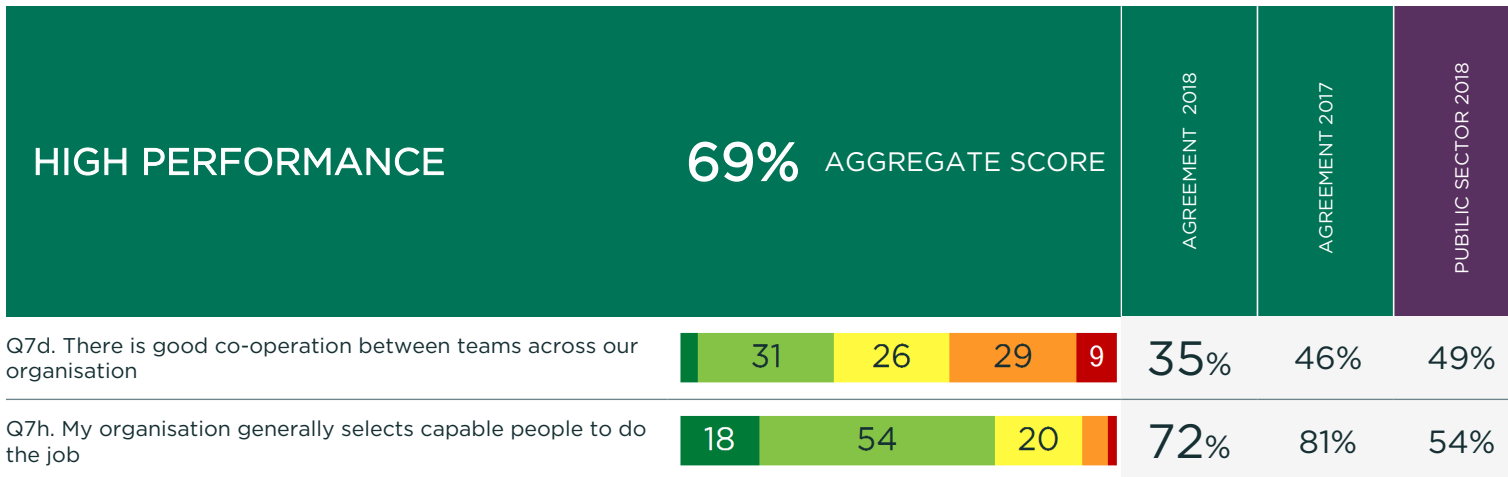




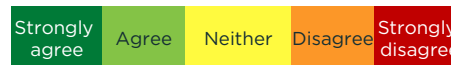
EXPLORE THE FULL RESULTS

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





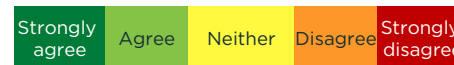
EXPLORE THE FULL RESULTS

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	67% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	54	36	9			90%	88%	86%
Q2e. People in my workgroup treat each other with respect	45	30	12	12		75%	88%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	47	11			80%	79%	74%
Q5b. My manager listens to what I have to say	35	43	10	9		78%	85%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	24	16	10	50%	58%	49%
Q6c. I feel that senior managers model the values of my organisation	14	41	20	13	12	55%	66%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	54	16	8		73%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	40	22	16	10	52%	52%	47%
Q6h. I feel that senior managers listen to employees	10	39	23	18	9	50%	51%	43%

KEY

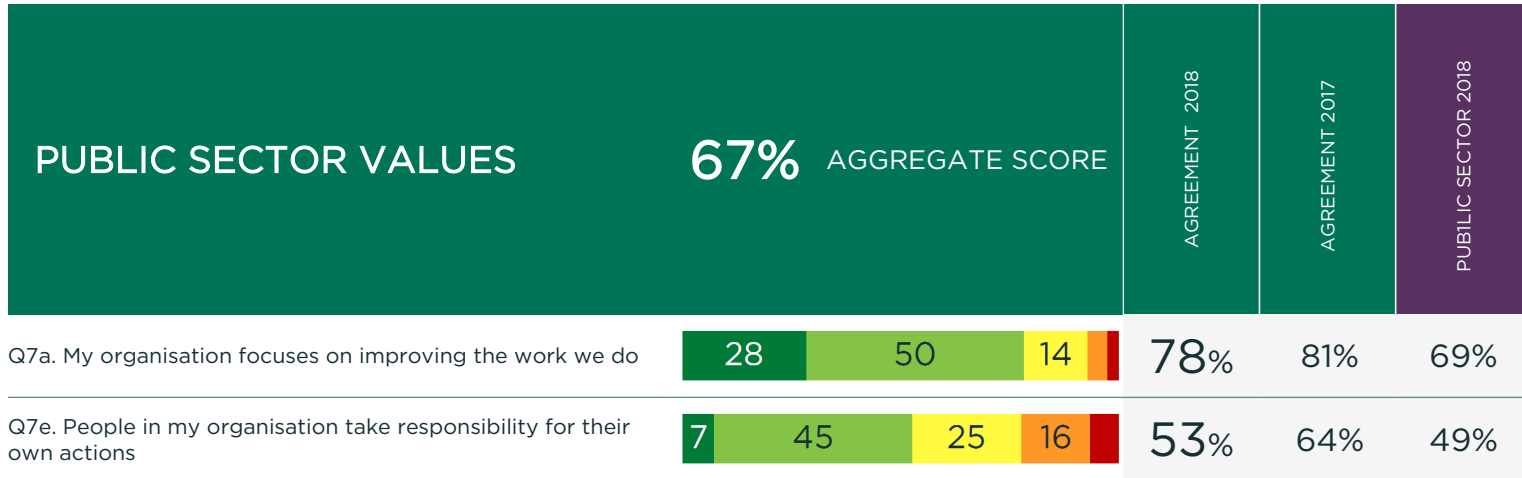




EXPLORE THE FULL RESULTS

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





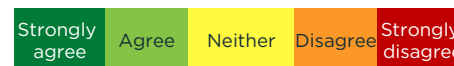
EXPLORE THE FULL RESULTS

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	78% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	21	52	8	16	73%	77%	65%
Q5b. My manager listens to what I have to say	35	43	10	9	78%	85%	76%
Q5d. My manager encourages and values employee input	35	41	10	9	76%	80%	72%
Q6i. Senior managers in my organisation support the career advancement of women	24	43	24		67%	71%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	54	9		83%	85%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	34	48	13		82%	86%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	46	15	10	70%	76%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	45	38	10	7	83%	80%	59%
Q8e. My manager supports flexible working in my team	48	38	8		86%	-	63%

KEY

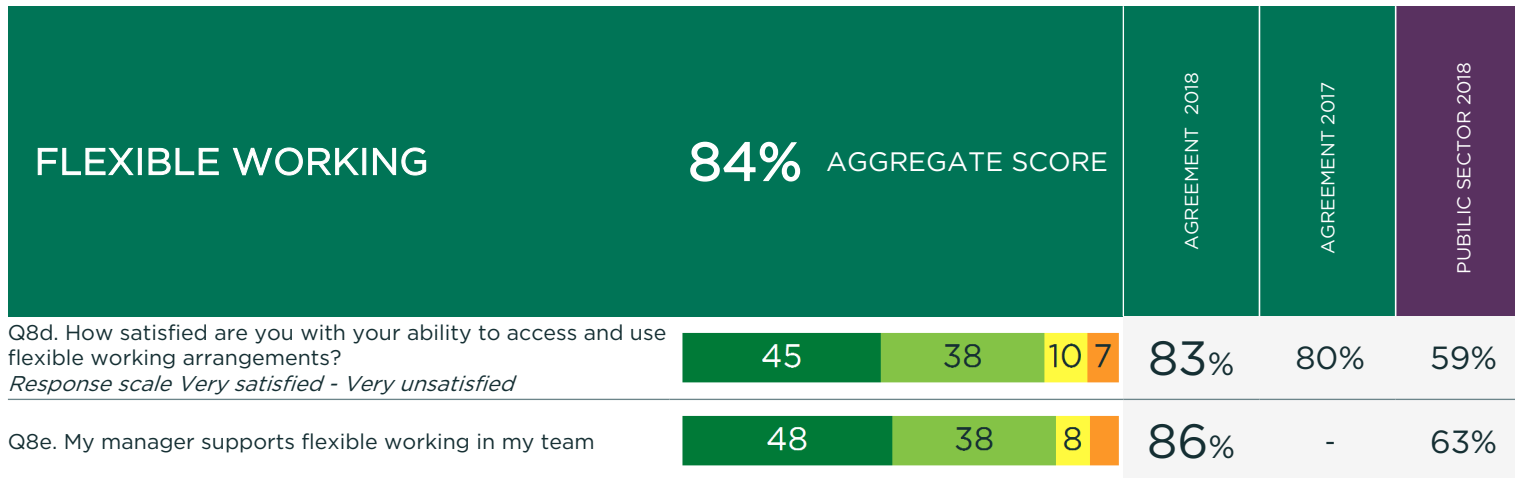




EXPLORE THE FULL RESULTS

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

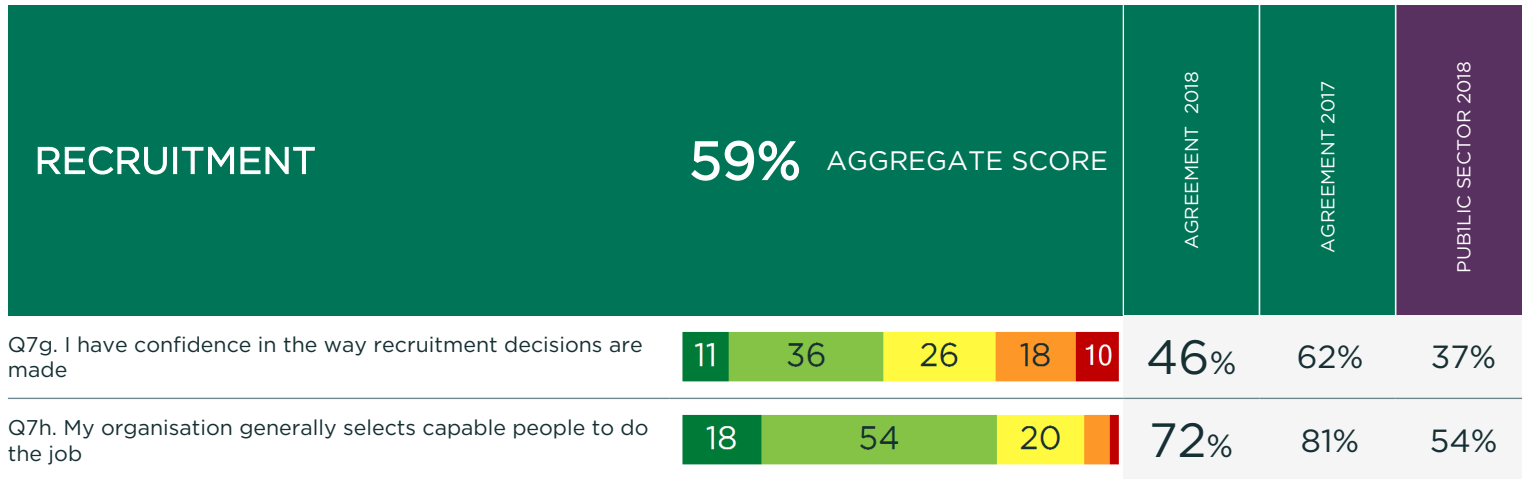




EXPLORE THE FULL RESULTS

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





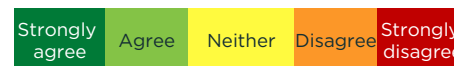
EXPLORE THE FULL RESULTS

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	61% 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	28	49	11	10	78%	81%	65%	
Q3e. My performance is assessed against clear criteria	18	52	14	14	70%	62%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	35	24	21	10	46%	43%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	32	42	13			75%	70%	69%
Q5h. My manager appropriately deals with employees who perform poorly	12	27	44	9	7	40%	39%	46%
Q7f. My organisation is committed to developing its employees	13	47	22	14		60%	57%	52%

KEY





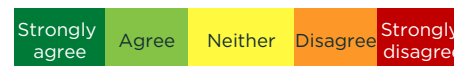
EXPLORE THE FULL RESULTS

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.

WORKPLACE SUPPORT	76% 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	21	52	8	16	73%	77%	65%
Q1f. I am able to keep my work stress at an acceptable level	14	56	14	13	70%	64%	60%
Q2c. I receive help and support from other members of my workgroup	45	41	9		86%	86%	81%
Q2d. There is good team spirit in my workgroup	42	34	8	12	76%	82%	70%

KEY

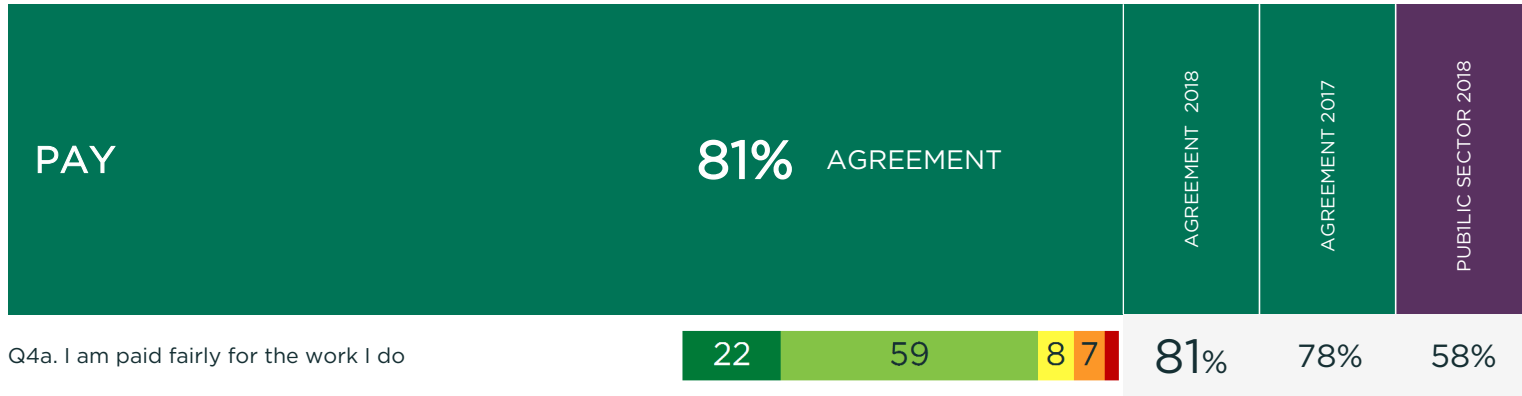




EXPLORE THE FULL RESULTS

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

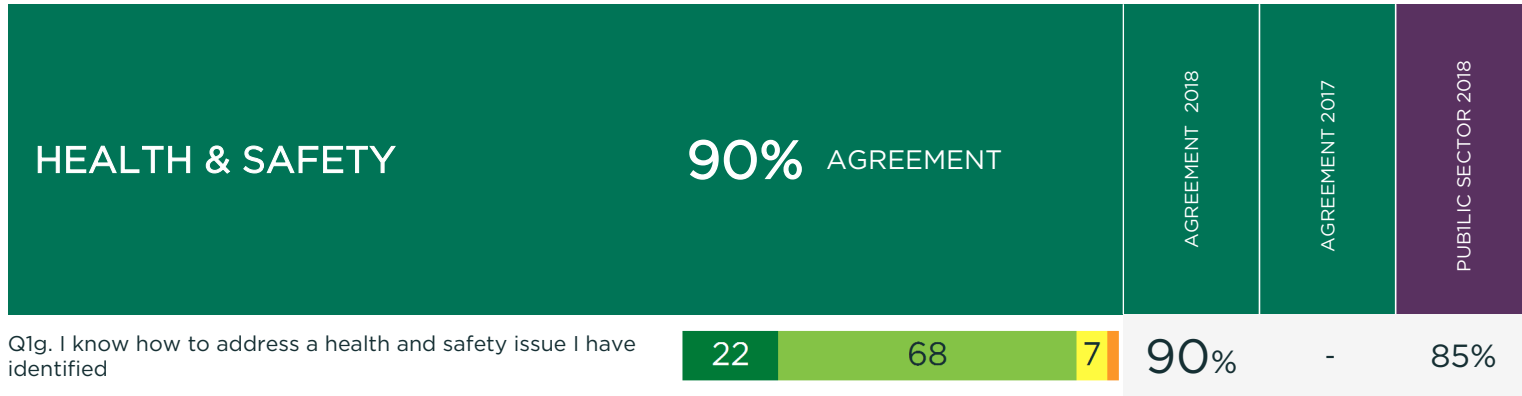




EXPLORE THE FULL RESULTS

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.



KEY

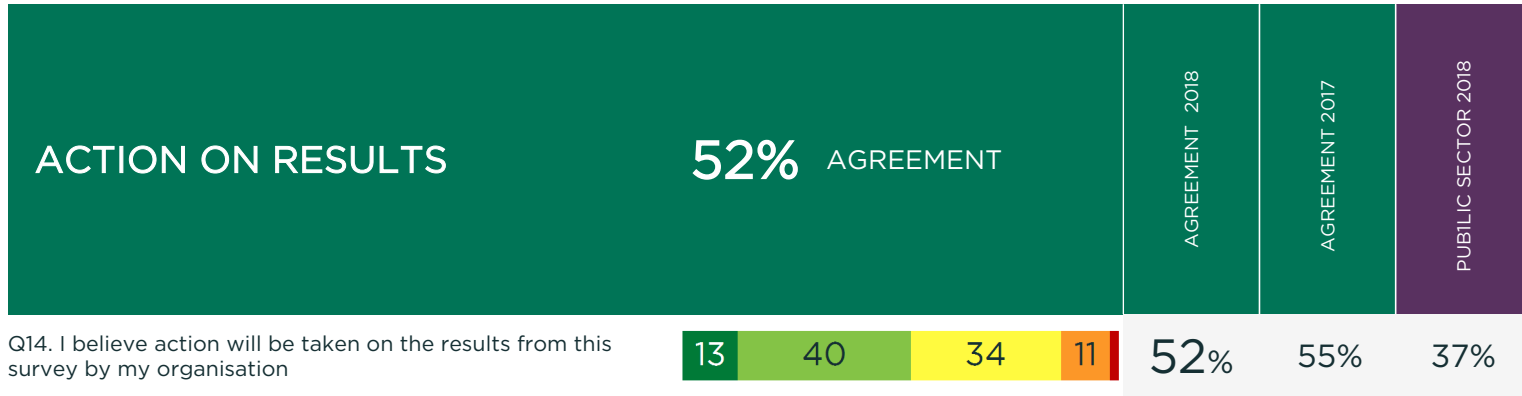




EXPLORE THE FULL RESULTS

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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

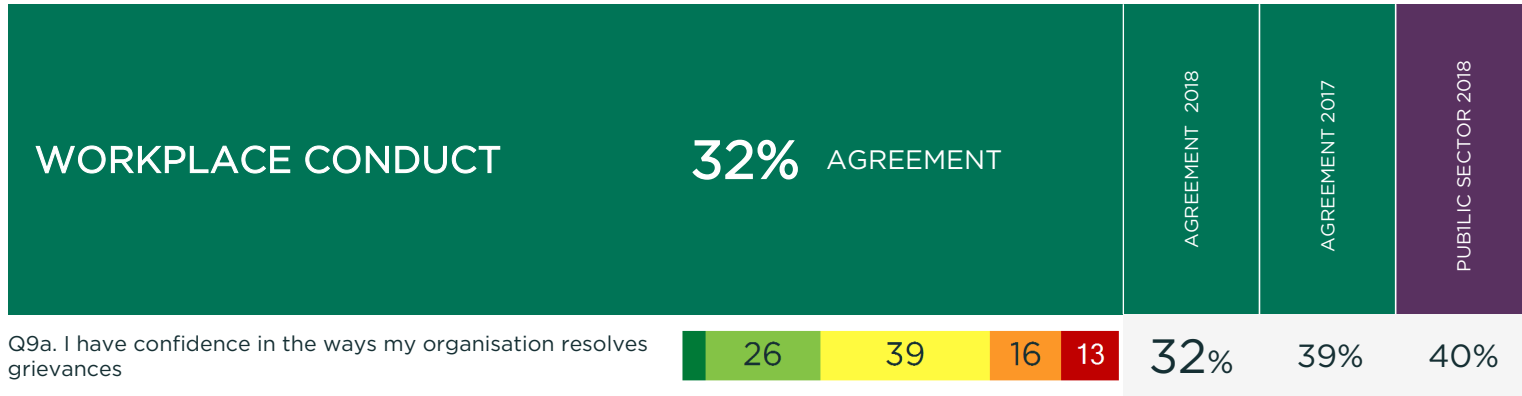




EXPLORE THE FULL RESULTS

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

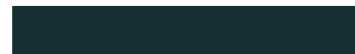
2018

2017

PUBLIC SECTOR 2018

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

Yes



89%

77%

71%

No



11%

23%

29%

Q3b. I have informal feedback conversations with my manager

Yes



88%

87%

76%

No



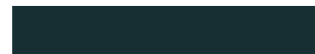
12%

13%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



78%

76%

58%

No



22%

24%

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		56%	46%	41%
No		44%	54%	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?

		2018	2017	PUBLIC SECTOR 2018
Lack of promotion opportunities		40%	33%	29%
Lack of visible opportunities		32%	30%	30%
There are no major barriers to my career progression		29%	28%	32%
Personal/family considerations		25%	30%	30%
The application/recruitment process is too cumbersome or time consuming		23%	22%	23%
Geographic location considerations		18%	16%	26%
Lack of support for temporary assignments/secondments		17%	10%	15%
Lack of support from my manager/supervisor		15%	10%	14%
Insufficient training and development		11%	7%	16%
Lack of required capabilities or experience		11%	10%	11%
Other		10%	10%	9%

% are calculated with the number of unique respondents (N = 154 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.


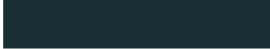

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		19%	10%	24%
No		67%	83%	58%
Don't know		15%	7%	18%

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

Yes		52%	45%	66%
No		44%	55%	32%
Don't know		4%	-	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		34%	19%	33%
No		60%	75%	57%
Don't know		7%	6%	10%

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

Yes		18%	14%	18%
No		80%	83%	76%
Don't know		2%	3%	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

A senior manager		50%	50%	21%
Your Immediate Manager/Supervisor		18%	6%	23%
A fellow worker at your level		18%	25%	27%
Other		7%	6%	4%
A subordinate		4%	6%	7%
Prefer not to say		4%	6%	14%
A client or customer	(r)			
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

PUBLIC SECTOR 2018

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

Response	2018	2017	PUBLIC SECTOR 2018
Yes	2%	-	3%
No	97%	-	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		25%
Female		75%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29	■	9%
30 - 34	■	13%
35 - 39	■	15%
40 - 44	■	19%
45 - 49	■	13%
50 - 54	■	14%
55 - 59	■	10%
60 - 64		3%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

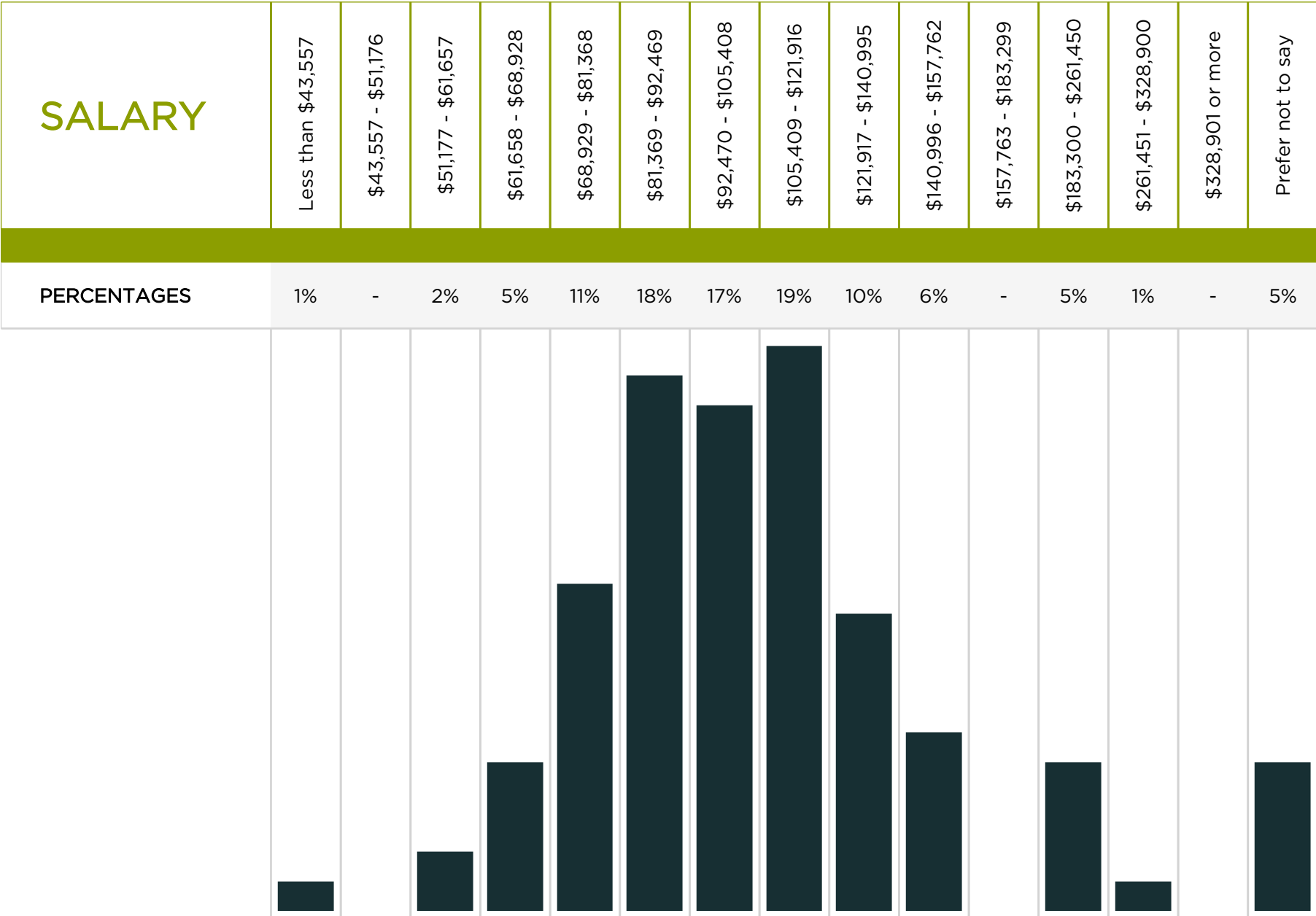
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	17%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	5%
Administrative support (e.g. executive/personal assistant, receptionist)	11%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	14%
Policy	10%
Research	3%
Program and project management support	10%
Legal (including developing and/or reviewing legislation)	2%
Other	29%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS










PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		17%
1 - 2 years		13%
2 - 5 years		24%
5 - 10 years		13%
10 - 20 years		27%
More than 20 years		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		75%
Working from home		36%
Working additional hours to make up for time off		20%
Part-time work		18%
Leave without pay		16%
None of the above		14%
Working more hours over fewer days		10%

% are calculated with the number of unique respondents (N = 146 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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

% are calculated with the number of unique respondents (N = 146 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.

	Ombudsman's Office	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	156	25	7	16	21	15	4	14	3	42
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%
ENGAGEMENT WITH WORK	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ombudsman's Office	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	156	2	0	3	7	16	27	25	28	15	9	0	7	1
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	(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	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

	Ombudsman's Office	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	156	0	7
EMPLOYEE ENGAGEMENT	70%	(r)	(r)
ENGAGEMENT WITH WORK	78%	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)
COMMUNICATION	66%	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ombudsman's Office	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	156	25	19	35	19	40	8
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	71%	(r)	65%	(r)
ENGAGEMENT WITH WORK	78%	(r)	(r)	79%	(r)	76%	(r)
SENIOR MANAGERS	53%	(r)	(r)	49%	(r)	48%	(r)
COMMUNICATION	66%	(r)	(r)	62%	(r)	63%	(r)
HIGH PERFORMANCE	69%	(r)	(r)	66%	(r)	66%	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	64%	(r)	63%	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	72%	(r)	76%	(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.

	Ombudsman's Office	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	156	109	15	29	3	26	5	7	53	2	24	4	0	21
EMPLOYEE ENGAGEMENT	70%	72%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	79%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	55%	(r)	(r)	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	70%	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	71%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	70%	(r)	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	82%	(r)	(r)	(r)	(r)	(r)	(r)	79%	(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.

	Ombudsman's Office	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - South West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Sydney - Sutherland
NUMBER OF RESPONDENTS	156	142	142	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	71%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	78%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	53%	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	70%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	68%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	79%	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

	Ombudsman's Office	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West
NUMBER OF RESPONDENTS	156	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	(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	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

	Ombudsman's Office	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde
NUMBER OF RESPONDENTS	156	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Ombudsman's Office	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	156	0	3	13	18	21	28	18	20	14	4	5
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	(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)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Ombudsman's Office	Male	Female	Other
NUMBER OF RESPONDENTS	156	37	111	0
EMPLOYEE ENGAGEMENT	70%	67%	71%	(r)
ENGAGEMENT WITH WORK	78%	71%	80%	(r)
SENIOR MANAGERS	53%	53%	53%	(r)
COMMUNICATION	66%	65%	67%	(r)
HIGH PERFORMANCE	69%	69%	70%	(r)
PUBLIC SECTOR VALUES	67%	66%	68%	(r)
DIVERSITY & INCLUSION	78%	78%	78%	(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

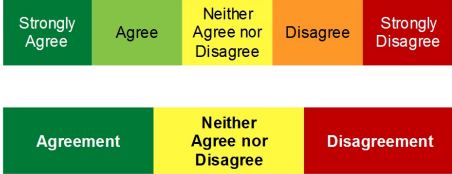
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.