
PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Premier and Cabinet

Infrastructure NSW

RESPONSE RATE

>100%

66 OF 59 RESPONDENTS

EMPLOYEE ENGAGEMENT

73%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +8

ENGAGEMENT WITH WORK

80%

DIFFERENCE FROM 2017 +5
DIFFERENCE FROM CLUSTER +5
DIFFERENCE FROM PUBLIC SECTOR +8

SENIOR MANAGERS

74%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM CLUSTER +10
DIFFERENCE FROM PUBLIC SECTOR +25

COMMUNICATION

80%

DIFFERENCE FROM 2017 -2
DIFFERENCE FROM CLUSTER +7
DIFFERENCE FROM PUBLIC SECTOR +18

HIGH PERFORMANCE

77%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +13

PUBLIC SECTOR VALUES

79%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM CLUSTER +5
DIFFERENCE FROM PUBLIC SECTOR +17

DIVERSITY & INCLUSION

84%

DIFFERENCE FROM CLUSTER +5
DIFFERENCE FROM PUBLIC SECTOR +16

FLEXIBLE WORKING SATISFACTION

81%

DIFFERENCE FROM 2017 +9
DIFFERENCE FROM CLUSTER 0
DIFFERENCE FROM PUBLIC SECTOR +22

ACTION ON RESULTS

71%

DIFFERENCE FROM 2017 -5
DIFFERENCE FROM CLUSTER +12
DIFFERENCE FROM PUBLIC SECTOR +35



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%	83%
1a. I understand what is expected of me to do well in my role	91%	87%
2c. I receive help and support from other members of my workgroup	91%	87%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	89%	96%
7a. My organisation focuses on improving the work we do	88%	87%
5b. My manager listens to what I have to say	88%	83%
1g. I know how to address a health and safety issue I have identified	86%	-
6e. Senior managers promote collaboration between my organisation and other organisations we work with	86%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	86%	89%
6i. Senior managers in my organisation support the career advancement of women	86%	93%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
3f. I have received appropriate training and development to do my job well	48%	40%
9a. I have confidence in the ways my organisation resolves grievances	49%	58%
3e. My performance is assessed against clear criteria	50%	51%
3g. I am satisfied with the opportunities available for career development in my organisation	53%	49%
7g. I have confidence in the way recruitment decisions are made	54%	59%
5h. My manager appropriately deals with employees who perform poorly	57%	65%
7k. I feel a strong personal attachment to my organisation	58%	70%
7c. I feel that change is managed well in my organisation	63%	61%
7d. There is good co-operation between teams across our organisation	63%	67%
7e. People in my organisation take responsibility for their own actions	65%	74%



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

1f.	I am able to keep my work stress at an acceptable level	82%	64%
2a.	My workgroup strives to achieve customer/client satisfaction	92%	83%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	81%	73%
7f.	My organisation is committed to developing its employees	71%	63%
3f.	I have received appropriate training and development to do my job well	48%	40%
1c.	My job gives me a feeling of personal accomplishment	82%	74%
1e.	I am satisfied with my job	79%	72%
2d.	There is good team spirit in my workgroup	79%	72%
2b.	My workgroup works collaboratively to achieve its objectives	85%	79%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	86%	80%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6g.	I feel that senior managers keep employees informed about what's going on	72%	85%
7k.	I feel a strong personal attachment to my organisation	58%	70%
7e.	People in my organisation take responsibility for their own actions	65%	74%
9a.	I have confidence in the ways my organisation resolves grievances	49%	58%
7l.	My organisation motivates me to help it achieve its objectives	68%	76%
5h.	My manager appropriately deals with employees who perform poorly	57%	65%
6c.	I feel that senior managers model the values of my organisation	73%	81%
6i.	Senior managers in my organisation support the career advancement of women	86%	93%
7i.	I would recommend my organisation as a great place to work	73%	80%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	89%	96%



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

Q5. Recruitment processes at DPC have improved from 12 months ago



Q5. Recruitment processes at DPC have improved from 12 months ago



Q5. Recruitment processes at DPC have improved from 12 months ago



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q3. The feedback from the performance development framework has been useful and applicable in my role



Q1. I received quality feedback in the last performance development cycle



Q1. I received quality feedback in the last performance development cycle



Q1. I received quality feedback in the last performance development cycle



Q2. I was not surprised by the feedback offered in my performance discussions



Q2. I was not surprised by the feedback offered in my performance discussions



Q2. I was not surprised by the feedback offered in my performance discussions



Q3f. I have received appropriate training and development to do my job well



Q3f. I have received appropriate training and development to do my job well



Q3f. I have received appropriate training and development to do my job well



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.

71%

of employees replied favourably to:

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

37%

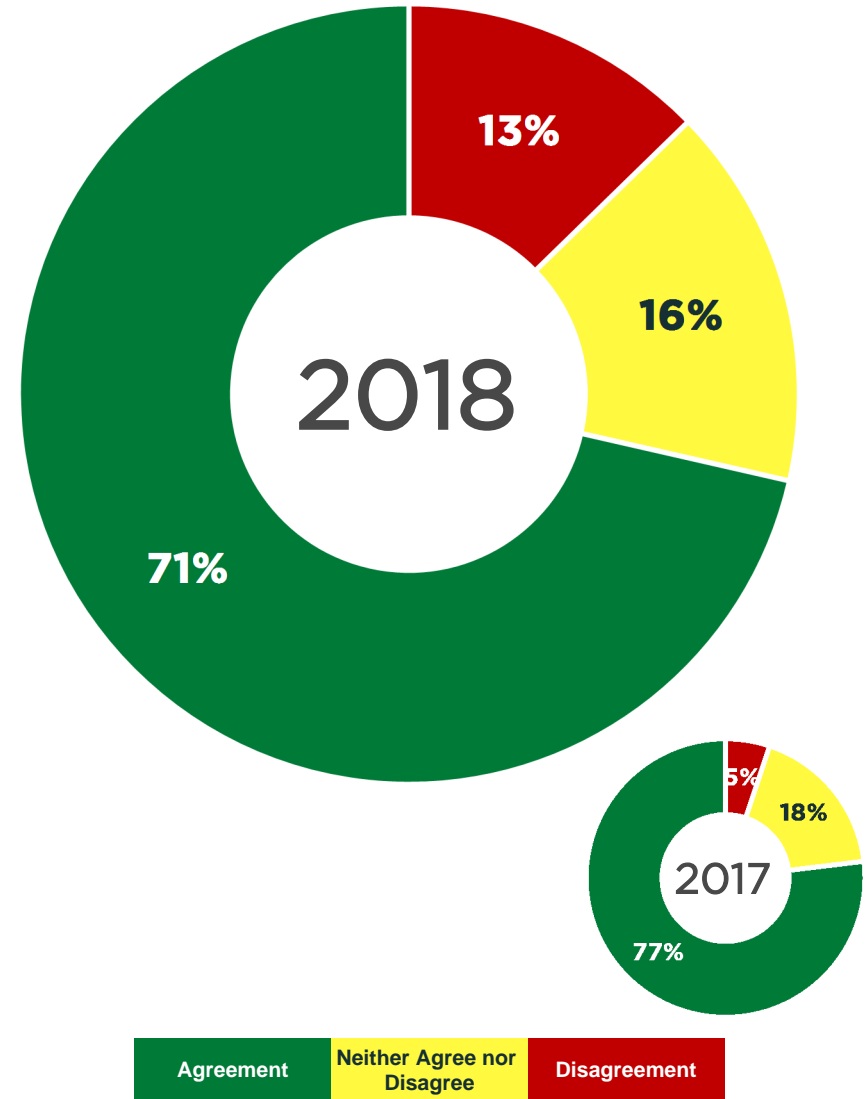
SECTOR

60%

CLUSTER

77%

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	Q7c. I feel that change is managed well in my organisation	63%	61%	49%	40%
2	Q6b. I feel that senior managers effectively lead and manage change	67%	72%	58%	46%
3	Q6a. I believe senior managers provide clear direction for the future of the organisation	71%	74%	62%	49%
4	Q6h. I feel that senior managers listen to employees	78%	76%	60%	43%
5	Q6c. I feel that senior managers model the values of my organisation	73%	81%	65%	50%
6	Q7f. My organisation is committed to developing its employees	71%	63%	69%	52%



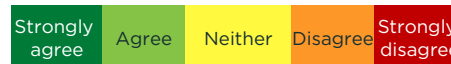
EXPLORE THE FULL RESULTS

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	73% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	38	36	14	9	73%	80%	75%	61%
Q7j. I am proud to tell others I work for my organisation	47	36	11		83%	83%	81%	69%
Q7k. I feel a strong personal attachment to my organisation	30	28	20	19	58%	70%	60%	63%
Q7l. My organisation motivates me to help it achieve its objectives	34	34	23	8	68%	76%	65%	55%
Q7m. My organisation inspires me to do the best in my job	32	42	18		74%	76%	66%	55%

KEY





EXPLORE THE FULL RESULTS

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	80% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	38	44	11	82%	74%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	50	30	12	80%	79%	78%	72%
Q1e. I am satisfied with my job	32	47	12	79%	72%	72%	69%

KEY





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SENIOR MANAGERS	74% 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	35	36	21		71%	74%	62%	49%
Q6b. I feel that senior managers effectively lead and manage change	35	32	20	12	67%	72%	58%	46%
Q6c. I feel that senior managers model the values of my organisation	35	38	17	8	73%	81%	65%	50%
Q6d. Senior managers encourage innovation by employees	22	48	22		70%	74%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	40	46	8		86%	80%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	38	43	11		82%	80%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	26	46	18	8	72%	85%	63%	47%
Q6h. I feel that senior managers listen to employees	28	51	14		78%	76%	60%	43%
Q7c. I feel that change is managed well in my organisation	14	48	19	16	63%	61%	49%	40%

KEY





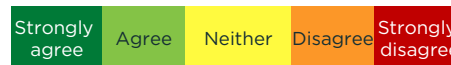
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COMMUNICATION	80% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q5c. My manager communicates effectively with me	42	38	9	8	80%	81%	79%	72%
Q5d. My manager encourages and values employee input	45	36	14		82%	83%	81%	72%
Q5e. My manager involves my workgroup in decisions about our work	42	38	11		80%	81%	76%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	26	46	18	8	72%	85%	63%	47%
Q6h. I feel that senior managers listen to employees	28	51	14		78%	76%	60%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	45	39	8		84%	84%	76%	67%

KEY





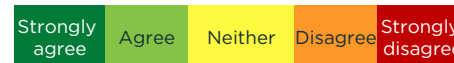
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	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	38	53	91%	87%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	50	35	85%	79%	86%	79%
Q3f. I have received appropriate training and development to do my job well	19	30	48%	40%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	44	82%	79%	83%	74%
Q5f. I have confidence in the decisions my manager makes	44	38	82%	85%	79%	68%
Q6d. Senior managers encourage innovation by employees	22	48	70%	74%	62%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	40	46	86%	80%	72%	52%
Q7a. My organisation focuses on improving the work we do	37	51	88%	87%	81%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	31	42	72%	78%	65%	57%

KEY

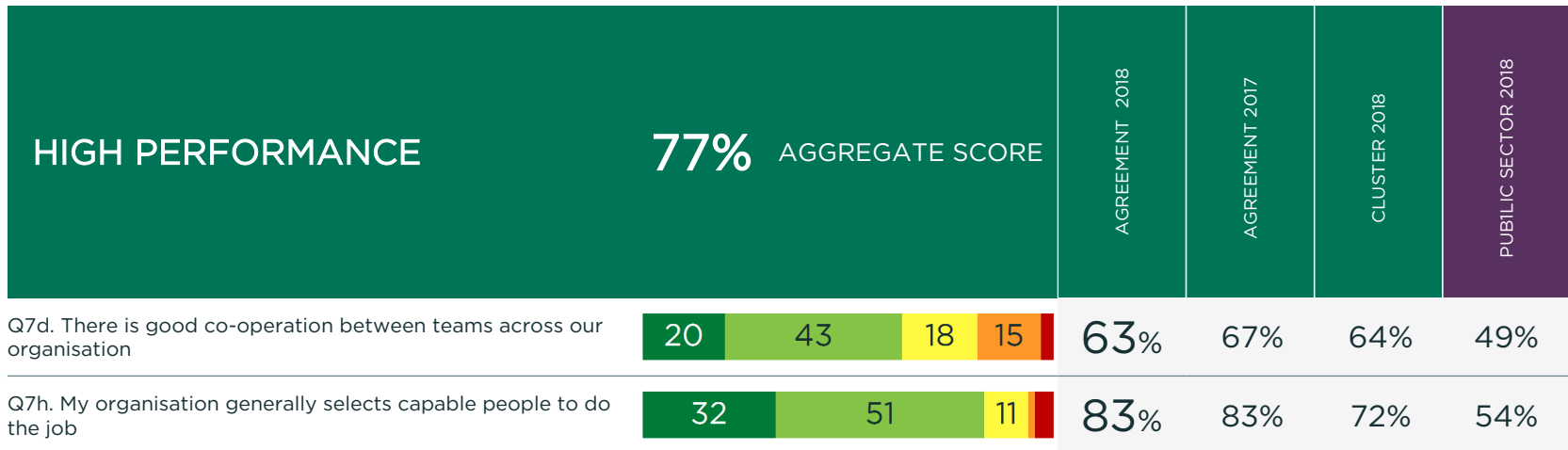




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





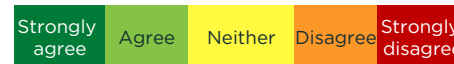
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PUBLIC SECTOR VALUES	79% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	55	38	92%	83%	93%	86%	
Q2e. People in my workgroup treat each other with respect	47	29	12	9	76%	72%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	44	15		82%	79%	83%	74%
Q5b. My manager listens to what I have to say	48	40			88%	83%	84%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	35	36	21		71%	74%	62%	49%
Q6c. I feel that senior managers model the values of my organisation	35	38	17	8	73%	81%	65%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	38	43	11		82%	80%	79%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	26	46	18	8	72%	85%	63%	47%
Q6h. I feel that senior managers listen to employees	28	51	14		78%	76%	60%	43%

KEY





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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.

PUBLIC SECTOR VALUES		79% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q7a. My organisation focuses on improving the work we do		37	51	11	88%	87%	81%	69%	
Q7e. People in my organisation take responsibility for their own actions		28	37	18	14	65%	74%	64%	49%

KEY





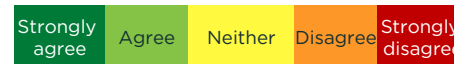
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	84% 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	23	58	9	9	80%	79%	74%	65%
Q5b. My manager listens to what I have to say	48	40			88%	83%	84%	76%
Q5d. My manager encourages and values employee input	45	36	14		82%	83%	81%	72%
Q6i. Senior managers in my organisation support the career advancement of women	54	32	13		86%	93%	74%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	50	36	13		86%	89%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	53	36			89%	96%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	45	39	8		84%	84%	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>	50	31	11		81%	73%	81%	59%
Q8e. My manager supports flexible working in my team	54	27	13		81%	-	84%	63%

KEY

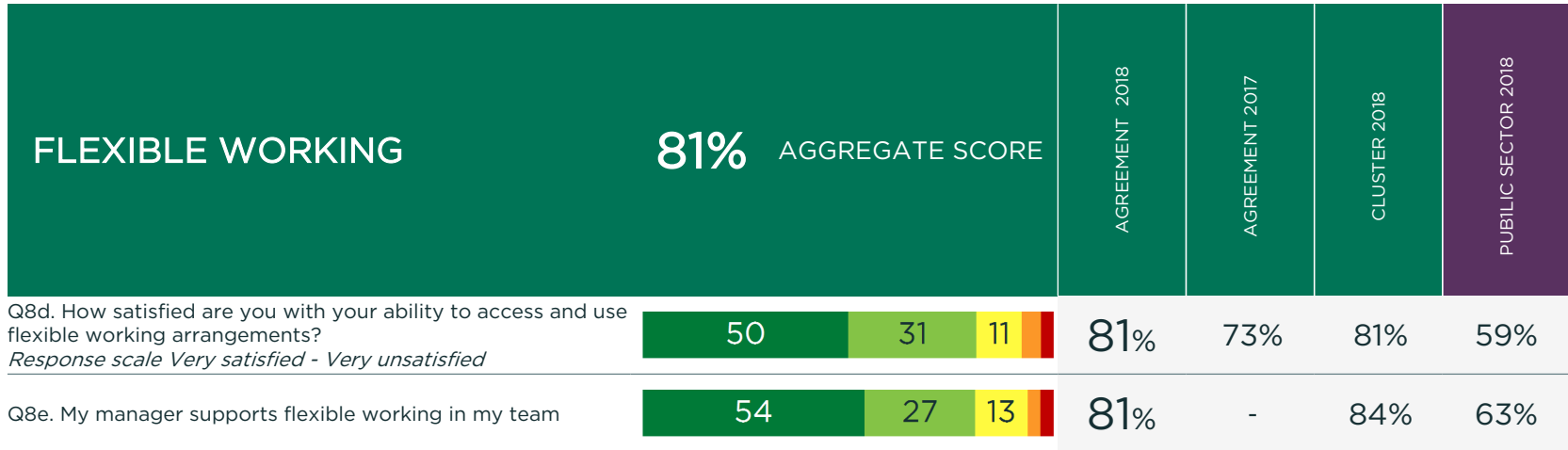




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KEY

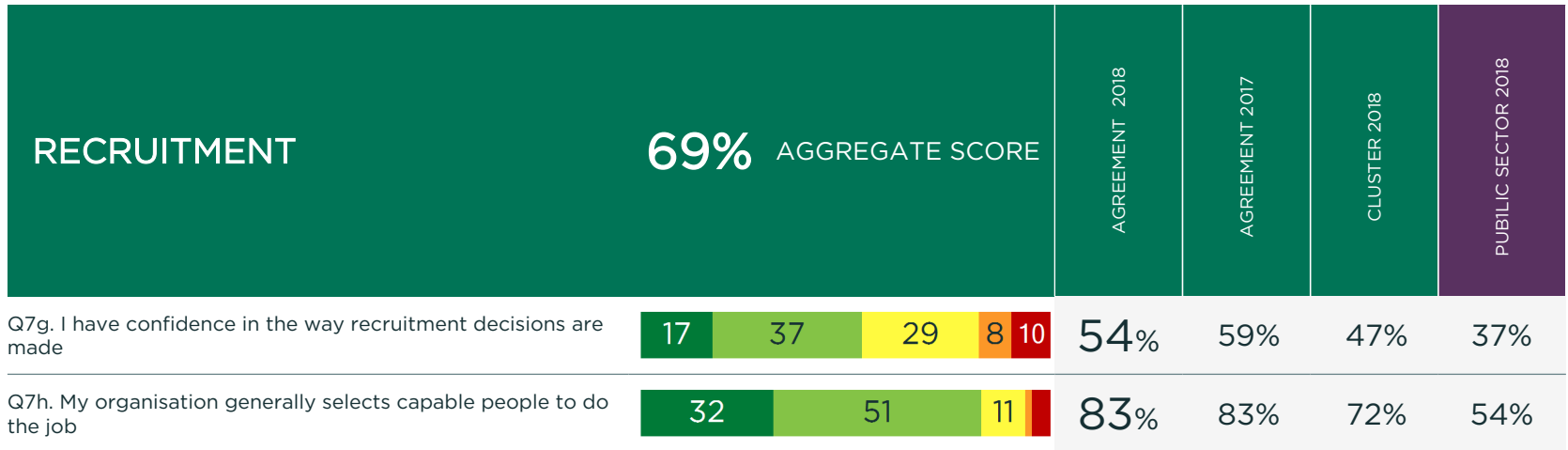




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KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

64% 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		71%	76%	74%	65%
Q3e. My performance is assessed against clear criteria		50%	51%	61%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		53%	49%	52%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		83%	87%	81%	69%
Q5h. My manager appropriately deals with employees who perform poorly		57%	65%	51%	46%
Q7f. My organisation is committed to developing its employees		71%	63%	69%	52%

KEY

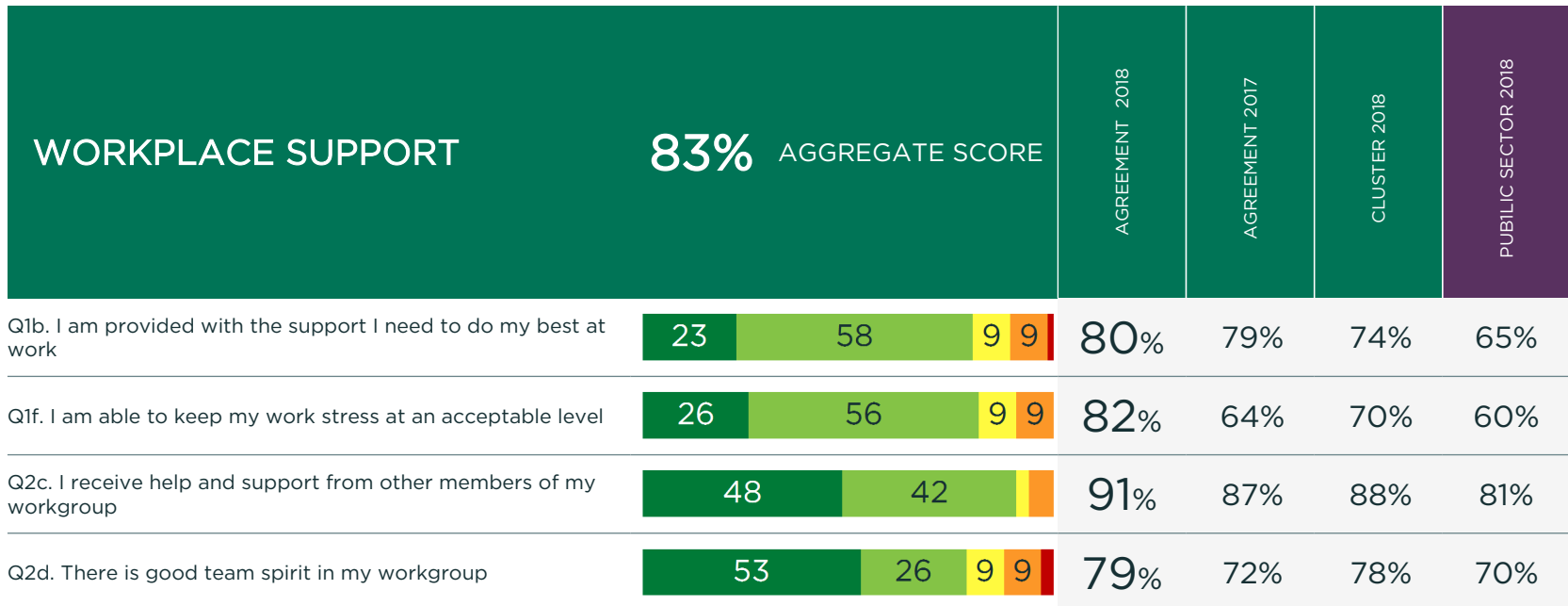




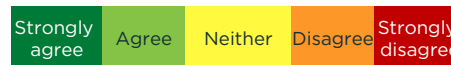
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KEY

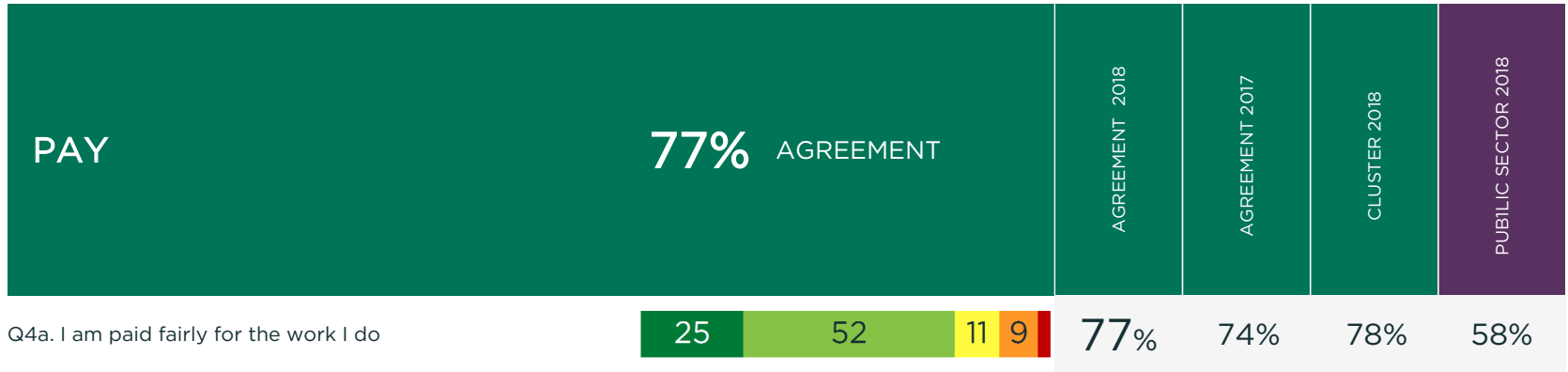




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KEY

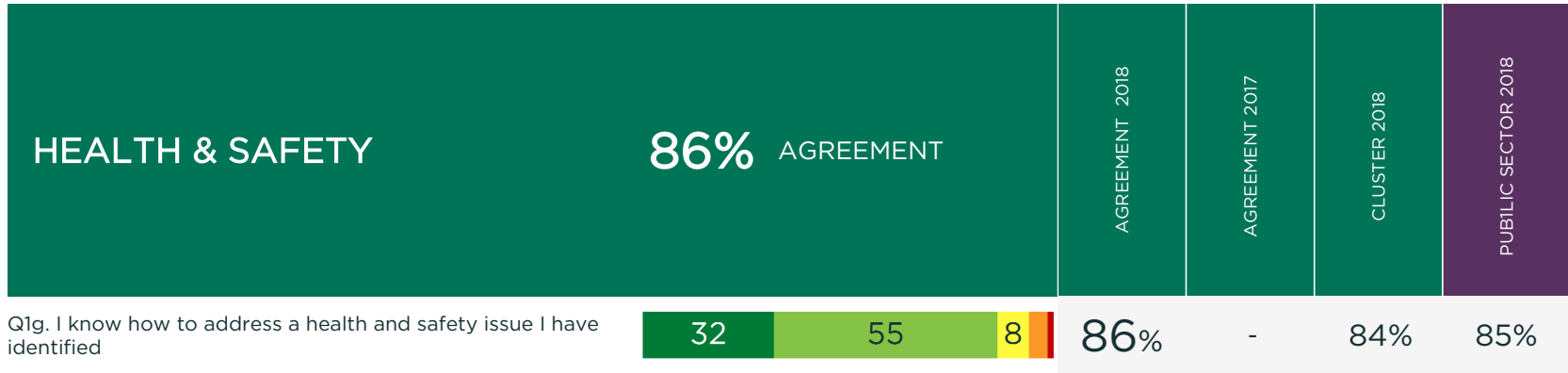




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KEY

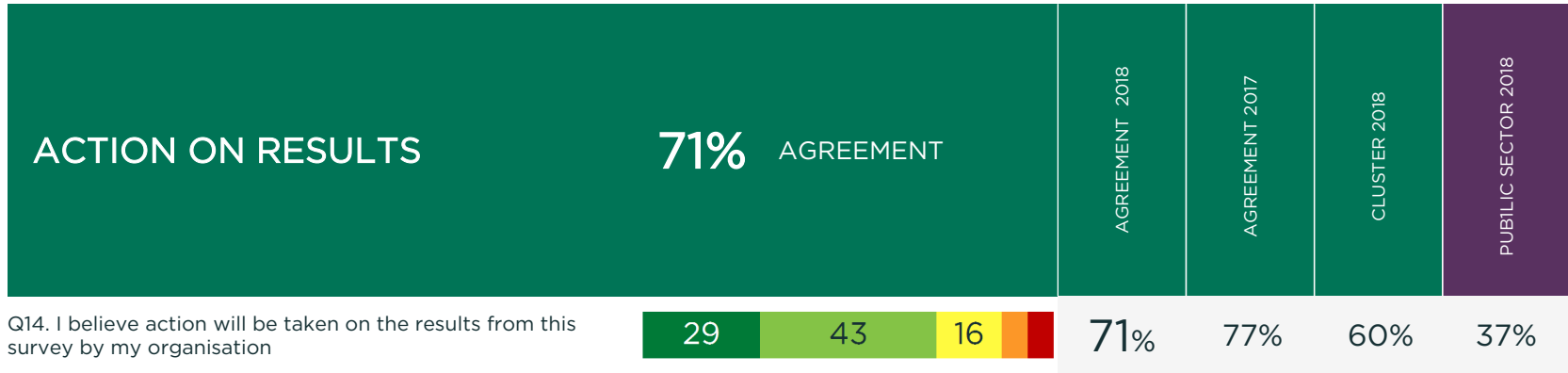




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KEY

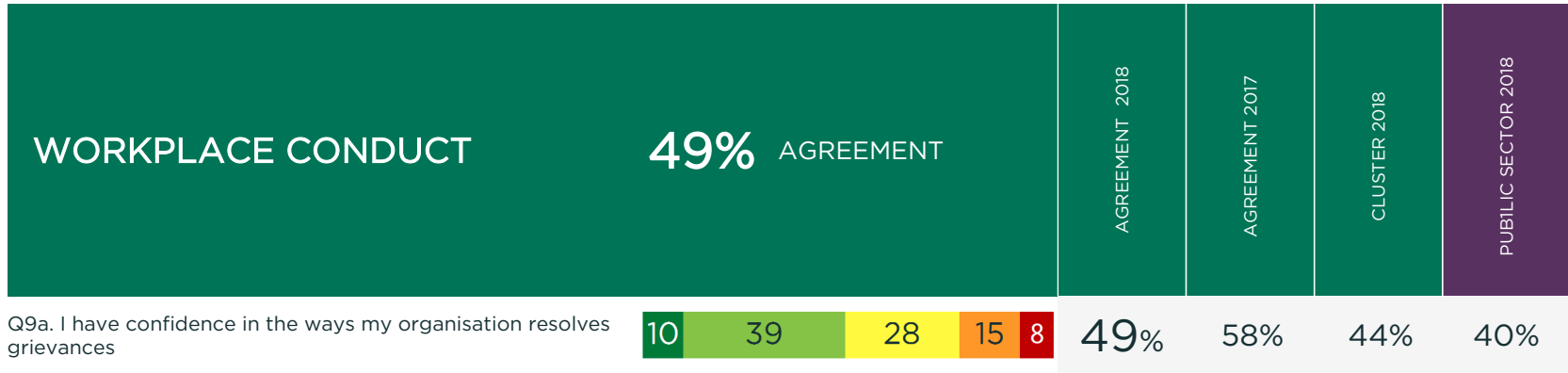




EXPLORE THE FULL RESULTS

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KEY





EXPLORE THE FULL RESULTS

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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		45%	38%	64%	71%
No		55%	62%	36%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		83%	83%	83%	76%
No		17%	17%	17%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		44%	52%	71%	58%
No		56%	48%	29%	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		33%	19%	46%	41%
No		67%	81%	54%	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
There are no major barriers to my career progression		52%	49%	38%	32%
Lack of visible opportunities		23%	29%	34%	30%
Lack of promotion opportunities		23%	17%	33%	29%
The application/recruitment process is too cumbersome or time consuming		11%	15%	20%	23%
Geographic location considerations		8%	10%	19%	26%
Personal/family considerations		8%	20%	22%	30%
Other		8%	7%	7%	9%
Lack of required capabilities or experience		5%	7%	10%	11%
Lack of support for temporary assignments/secondments		5%	-	14%	15%
Lack of support from my manager/supervisor		3%	5%	10%	14%
Insufficient training and development		2%	5%	10%	16%

% are calculated with the number of unique respondents (N = 61 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	12%	16%	14%	24%
No	77%	80%	73%	58%
Don't know	11%	5%	12%	18%

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







Yes	(r)
No	(r)
Don't know	(r)



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		26%	20%	21%	33%
No		66%	69%	70%	57%
Don't know		8%	11%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		11%	11%	10%	18%
No		82%	82%	84%	76%
Don't know		8%	7%	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

A senior manager	(r)
Your Immediate Manager/Supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



EXPLORE THE FULL RESULTS

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	100%	-	98%	94%
Don't know	0%	-	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)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

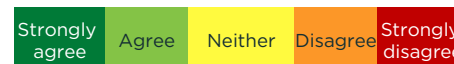
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

**For Q7-Q10, the proportion of respondents answering not applicable is included in the result but not displayed.

PREMIER AND CABINET CUSTOMISED QUESTIONS

					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. I received quality feedback in the last performance development cycle	15	30	46	8	44%	45%	59%
Q2. I was not surprised by the feedback offered in my performance discussions	18	33	44		51%	48%	62%
Q3. The feedback from the performance development framework has been useful and applicable in my role	11	23	62		34%	44%	57%
Q4. I understand how my role makes a difference to our stakeholders	40	44	13		84%	-	81%
Q5. Recruitment processes at DPC have improved from 12 months ago	13		76	8	15%	-	20%
Q6. My manager actively supports a diverse, inclusive and flexible work environment	48	39	8		87%	-	84%

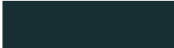

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		40%
Female		60%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29	■	11%
30 - 34	■	8%
35 - 39	■	13%
40 - 44	■	11%
45 - 49	■	13%
50 - 54	■	14%
55 - 59	■	19%
60 - 64	■	6%
65+	■	5%

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)		-
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)		2%
Administrative support (e.g. executive/personal assistant, receptionist)		6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		13%
Policy		20%
Research		2%
Program and project management support		47%
Legal (including developing and/or reviewing legislation)		-
Other		11%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY

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

\$328,901 or more

Prefer not to say

PERCENTAGES

-

2%

2%

-

5%

8%

5%

6%

11%

3%

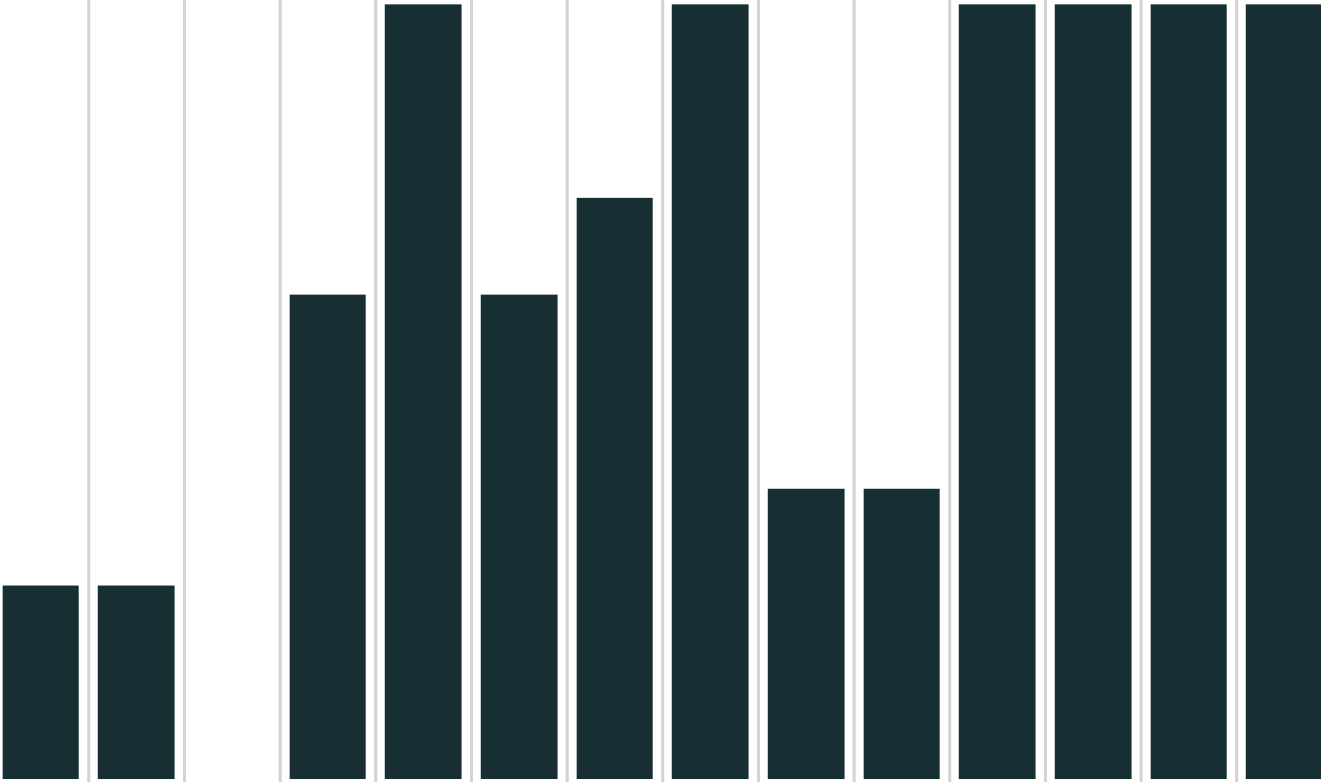
3%

19%

17%

10%

10%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		31%
1 - 2 years		30%
2 - 5 years		26%
5 - 10 years		10%
10 - 20 years		2%
More than 20 years		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		68%
Working from home		60%
Working from different locations		21%
None of the above		16%
Working additional hours to make up for time off		14%
Part-time work		13%
Working more hours over fewer days		10%
Leave without pay		10%

% are calculated with the number of unique respondents (N = 63 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible scheduling for rostered workers	2%
Study leave	2%

% are calculated with the number of unique respondents (N = 63 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.

	Infrastructure NSW	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	66	0	1	4	8	13	1	30	0	7
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)	81%	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	(r)	82%	(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.

	Infrastructure NSW	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	66	0	1	1	0	3	5	3	4	7	2	2	12	11
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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.

	Infrastructure NSW	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	66	6	6
EMPLOYEE ENGAGEMENT	73%	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)
COMMUNICATION	80%	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)
DIVERSITY & INCLUSION	84%	(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.

	Infrastructure NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	66	19	18	16	6	1	1
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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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.

	Infrastructure NSW	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	66	43	6	9	1	8	0	13	38	0	6	1	0	10
EMPLOYEE ENGAGEMENT	73%	78%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	88%	(r)	(r)	(r)	(r)	(r)	(r)	84%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	82%	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	88%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	84%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	86%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	92%	(r)	(r)	(r)	(r)	(r)	(r)	86%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Infrastructure NSW	Sydney East	Sydney - City and Inner South	Sydney - North Sydney and Hornsby	Sydney West	Capital Region	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	66	63	62	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	73%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	80%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	74%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	80%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	77%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	79%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	84%	83%	(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
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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.

	Infrastructure NSW	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina
NUMBER OF RESPONDENTS	66	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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.

	Infrastructure NSW	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West
NUMBER OF RESPONDENTS	66	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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.

	Infrastructure NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	66	0	1	7	5	8	7	8	9	12	4	3
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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
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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.

	Infrastructure NSW	Male	Female	Other
NUMBER OF RESPONDENTS	66	25	38	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)
SENIOR MANAGERS	74%	(r)	(r)	(r)
COMMUNICATION	80%	(r)	(r)	(r)
HIGH PERFORMANCE	77%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	79%	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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

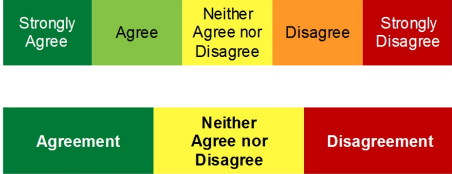
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.