

PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Main Findings Report

September 2016

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1 Overview

1.1 People Matter survey 2016

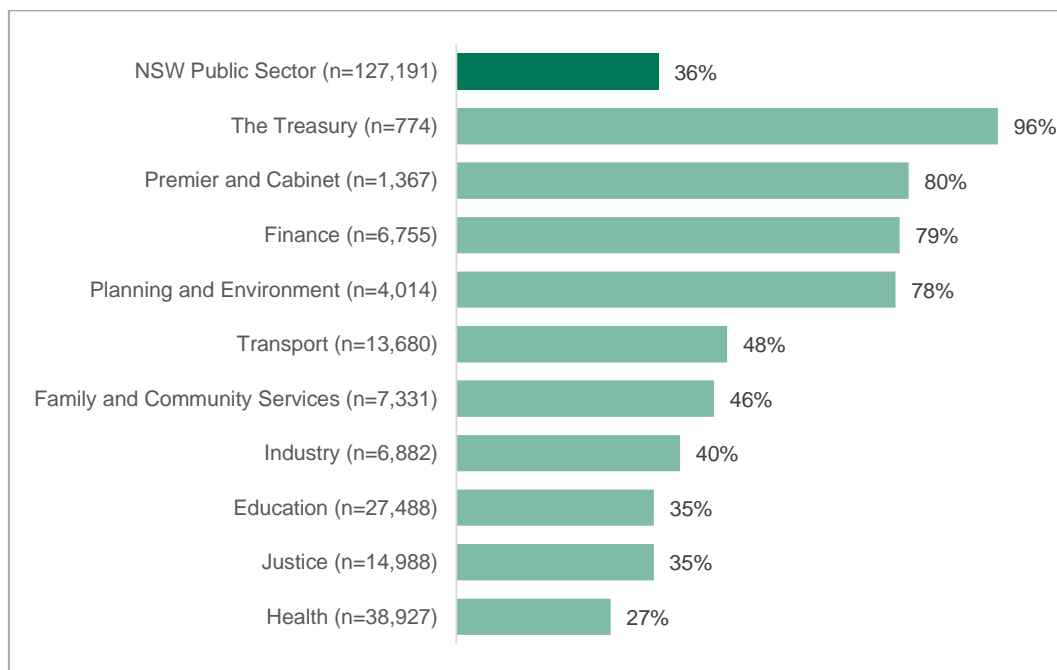
The third People Matter survey across the New South Wales public sector was available to all public servants between 2nd and 31st May 2016. The survey was led by the Public Service Commission (PSC) and delivered by ORC International, a research and consulting firm. A total of 127,191 employees from the public sector responded to the survey. This is the highest

A total of 127,191 employees from the NSW public sector responded to the People Matter survey in 2016

level of response since the inception in 2012 of this important measure of workplace culture within the sector. The 2016 survey achieved a response rate of 36% compared to 19% in 2014 and 16% in 2012.

The following figure shows how the response rate varied in clusters across the sector¹. The improvement since 2014 is spread across most clusters. The clusters with the lowest overall rate in 2016 account for the majority of responses, i.e. Health and Education 52%; or Health, Education, Justice and Industry 70%.

Figure 1: Survey response rates across the NSW public sector



The increase in response rate provides an opportunity for agencies to engage with thousands of employees across the sector about the results. With such a large number of employees providing feedback about a range of issues within their organisations, it provides opportunities to build on successes and work towards meaningful change where needed. The analysis and conclusions in this report is the first step towards that goal.

¹ Clusters include departments and their related agencies but not the independent agencies.

This year a larger number of agencies sought employee views at business unit levels giving both teams and managers access to data that will help them enact local changes to their working environments. To ensure respondent confidentiality always remains in place, strict privacy rules have been followed in regards to the levels at which data has been reported. These are explained in Appendix A.

The People Matter survey has further evolved this year with a comprehensive questionnaire review to ensure all areas measured in the survey are clear and relevant for the context and challenges of today's public sector. This review included updating the answering scale for the majority of questions to a five-point Strongly agree – Strongly disagree Likert scale, with the inclusion of a neutral 'Neither agree nor disagree' option. This scale is considered best practice in workplace surveys and opens up more possibilities of external benchmarking with other Australian and international jurisdictions. However, this change has meant that comparisons to People Matter surveys in 2012 and 2014 are limited. Some themes, such as employee engagement have remained on the same scale used in 2014 allowing analysis of trends to be included for these areas.

1.2 Executive summary

Employee engagement

People Matter has demonstrated that levels of employee engagement across the sector remain steady at 65%. Some clusters demonstrated a degree of movement, with notable improvements in Treasury and minor improvements for Education, Planning and Environment being broadly offset by equally small declines for Family and Community Services, Premier and Cabinet and Industry. Employee engagement with organisations and agencies remains lower than engagement with work. An observable finding across the sector is employees being notably more positive about their immediate working environment and team, with positivity declining when focus shifts to their managers, their senior managers and their organisation.

Leadership and change management

Analysis of People Matter has shown that effective leadership, change management, collaborative working and the perceived capability of colleagues are fundamental to engagement within the sector. The survey revealed that there is a clear distinction between perceptions of senior managers and direct line managers, with the latter attracting significantly higher scores in terms of coaching, communication and effectiveness. Whilst this is a common finding in these studies, it is nevertheless important to assess and monitor performance over time in order to ensure that any negative trends are addressed.

Whilst the change in the survey response scale limits trend analysis in this survey, an examination of how the new neutral answering option has been used by respondents suggests some degree of improvement in the perception of senior managers providing a clear sense of direction for the future, as well as providing effective leadership during a time of change. The proportion of employees expressing negativity for these items has decreased more than the equivalent positive proportion. In other words, the negative share has decreased in favour of neutrality. This suggests that these areas could be improving or at the very least, remaining steady; and this, in turn, aligns with the findings on employee engagement which is fundamentally linked with perceptions of leadership.

However, a similar comparative analysis demonstrates that perceptions of senior managers living and demonstrating the values of the sector have experienced much larger falls in levels of positivity than in negativity; and questions measuring the perceptions of employee voice, such as being listened to and being kept informed, have remained broadly in line with 2014. It is clear from this mixed picture that there is definitely work to do in upskilling senior leaders across the sector.

Communication

Communication remains a significant challenge for the sector, and has the potential to hamper further efforts to fully transform and maintain a collaborative culture. Employees tend to want to share and be heard and acknowledged. For the most part, respondents felt that they could speak up, and that they are listened to locally by their managers and supervisors. However, as discussed previously, there is a limit to how far this extends, with perceived barriers in place between themselves and senior managers; an issue which has not improved since the 2014 survey. In addition, People Matter is an additional tool for information sharing as the survey collected open comments from over 88,000 respondents, providing a wealth of information, suggestions and feedback from sector employees.

High Performance

Effective, strong and visible leadership is not just essential in steering the sector and its organisations through a time of change but also in realising a high performance culture to enable all agencies to achieve better outcomes for the people of NSW. People Matter evaluated several areas relating to capability and effectiveness and, whilst perceptions were broadly positive about contribution to outcomes, efficiency, effectiveness, focus on continuous improvement and the skills of employees to perform in their jobs, there was less certainty that managers and organisations recruited and promoted the right employees.

There were positive attitudes towards innovation and collaboration within individual teams and workgroups. However, this contrasted with perceptions about collaboration across teams or organisations. Addressing this disparity will be critical to prevent silo-working and to help to create an environment that is both agile and reactive to change and new, innovative ways of working.

Public Sector Values

The public sector values of integrity, trust, service and accountability guide the high standards required of employees and agencies. As in previous years, employees across the sector demonstrate high agreement with aspects of service delivery, rating it highest amongst the four values. The other three values are broadly in line with each other.

Unacceptable conduct

A key assessment of whether the sector is fulfilling its workplace obligations is through evaluating instances of bullying and other types of unacceptable conduct. People Matter has demonstrated that perceived instances of bullying (both witnessed and experienced) have declined since the 2014 survey. It is important to note that People Matter cannot measure actual instances or reported cases of bullying and other behaviours, and only records the perceptions of employees captured in the survey. Nevertheless, it is positive to see that these scores are declining, whilst remembering that perceived instances of bullying remain higher than average in some parts of the sector and across some key minority groups. The most serious types of unacceptable conduct involving sexual harassment or criminal acts of threatened or actual violence received low responses overall.

Diversity and inclusion

People Matter recorded broadly high scores for the questions measuring diversity and inclusion and the majority of respondents agreed that diversity in the workplace can contribute to better business outcomes. The perceptions for some minority groups identified through People Matter, including Aboriginal and Torres Strait Islander and LGBTI² employees, were broadly in line with sector averages

² Lesbian, gay, bisexual, transgender and intersex

while the perceptions of employees with a disability or a diagnosed mental health condition were consistently less positive across all areas.

Performance framework and development

Career development and performance management are areas which analysis from People Matter demonstrated are strongly linked with themes like engagement and leadership. In addition, better career opportunities was listed as one of the biggest motivators for staying in the sector. Whilst most employees were positive that they wanted to advance their career, less were positive that the proper frameworks are in place within their organisations to facilitate development. Informal feedback conversations with managers were rated more positively than formal meetings and processes.

Flexible working arrangements

Flexible ways of working within existing jobs, as well as extended and different ways of working are becoming critical for workforces and for organisations to understand and manage effectively. The Premier has announced that all roles in the government sector will be flexible on the basis of “if not, why not” by 2019. People Matter has demonstrated that the majority of survey respondents are satisfied with their access to flexible working practices. However, there remains a significant minority who feel that this area needs improvement within their organisation and that this is consequently damaging levels of employee engagement and other performance metrics, as well as being a key reason why many have expressed an intention to leave the sector in the near future.

Retirement intentions

Looking ahead to the future, almost half of public sector employees aged 50 years or above stated that they intend to retire at 65 years of age, and over a quarter of this group stated that they wanted to retire between the ages of 60-64. A minority reported that they didn't know when they were planning to retire. The ageing workforce will need to be monitored moving forward to ensure that sufficient workforce and other planning is implemented to offset any potential impact of this loss of talent.

Action on findings

Whilst the sector results show a strong foundation, respondents to People Matter have low levels of confidence that action will be taken as a result of any of the survey findings. A significant proportion have adopted a ‘wait and see’ stance and remain neutral, providing an opportunity for the sector to take into account and act upon the valuable feedback collected through this survey. Doing this, both at the overall sector level and within individual organisations (which will have their own set of priorities to explore), will ensure that the sector continues to build upon this foundation.

Reporting results

The remainder of this report explores key survey findings in more detail. Questions are grouped into themes. Results are primarily reported as % agreement scores (i.e. Strongly agree and Agree results). Demographic results are selectively reported under different themes or topics. Appendices include the survey methodology, a demographic profile of participants, the results for individual survey questions and the questionnaire.

Results at organisation and cluster levels (departments and their related agencies) are also published on the web site of the Public Service Commission – www.psc.nsw.gov.au.

2 Employee engagement

2.1 Measuring engagement

Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however, one of the most comprehensive studies by the *Engage for Success* Taskforce, commissioned in 2009 by the United Kingdom government, concluded that “Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”³.

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed...

Engage for Success has collected considerable evidence from multiple global studies and sources to demonstrate the positive business consequences of engagement including: higher productivity, innovation and customer service and lower absenteeism, attrition and health and safety incidents⁴. It has also affirmed that engagement is absolutely measurable, and whilst it may not be an exact science, the fundamental principle behind quantifying engagement is that organisations must “be able to arrive at a shared definition in the context of their business, and for this to translate into action”⁵.

The overall engagement score⁶ for the sector in 2016 is **65%**. This remains steady and unchanged to the score recorded in 2014. At the individual question level, small declines in pride and attachment have been broadly offset by improvements in inspiration, motivation and advocacy.

Figure 2: Engagement Index



³ MacLeod, D. and Clarke, N. (2009) *Engaging for Success: Enhancing Performance through Employee Engagement*. Department for Business, Innovation and Skills (BIS), London. p.7.

⁴ Rayton, B., Dodge, T. & D'Analeze, G. (2012). The evidence: Employee engagement taskforce *Nailing the evidence* workgroup. University of Bath.

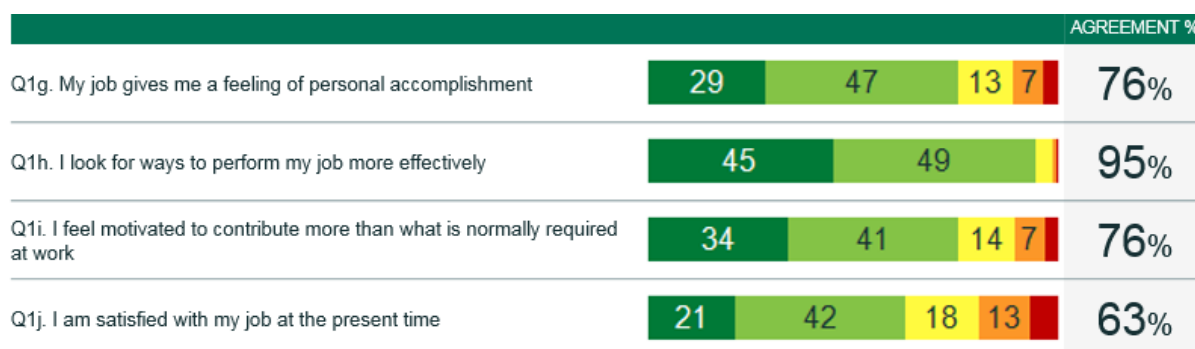
⁵ MacLeod, D. and Clarke, N. (2009) *op cit.* p.10.

⁶ The Engagement Index score cannot be compared with scores for other question groups in this report because they are calculated differently (see Appendix A).

Direct comparisons of this index score with other Australian and international jurisdictions are not always possible due to the different methodologies in defining and calculating engagement levels. However, the results of the individual items that form the NSW Engagement Index compare favourably with the UK Civil Service, with the NSW public sector performing higher across all areas. Most notably, feelings of having a strong attachment to an organisation are 17 percentage points higher in NSW than in the UK, as are perceptions of pride and advocacy (NSW above by 11 and 13 percentage points respectively)⁷.

People Matter also examined the levels of engagement shown by staff with their work, an area which tends to attract moderately higher perceptions than engagement with other aspects of the employee experience, such as with the organisation. This follows a wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior management and their organisation.

Figure 3: Engagement with work



The vast majority of employees responded positively about looking for ways to do their job more effectively (95%), an encouraging finding and an area which will be explored in more detail in section 5. Over three-quarters said that they are motivated to contribute and that their work gives them a feeling of personal accomplishment (76% positive respectively). 63% reported that they are satisfied at work, a finding which aligns with the wider engagement findings observed across the sector, with 20% of employees indicating that they were not satisfied at the present time.

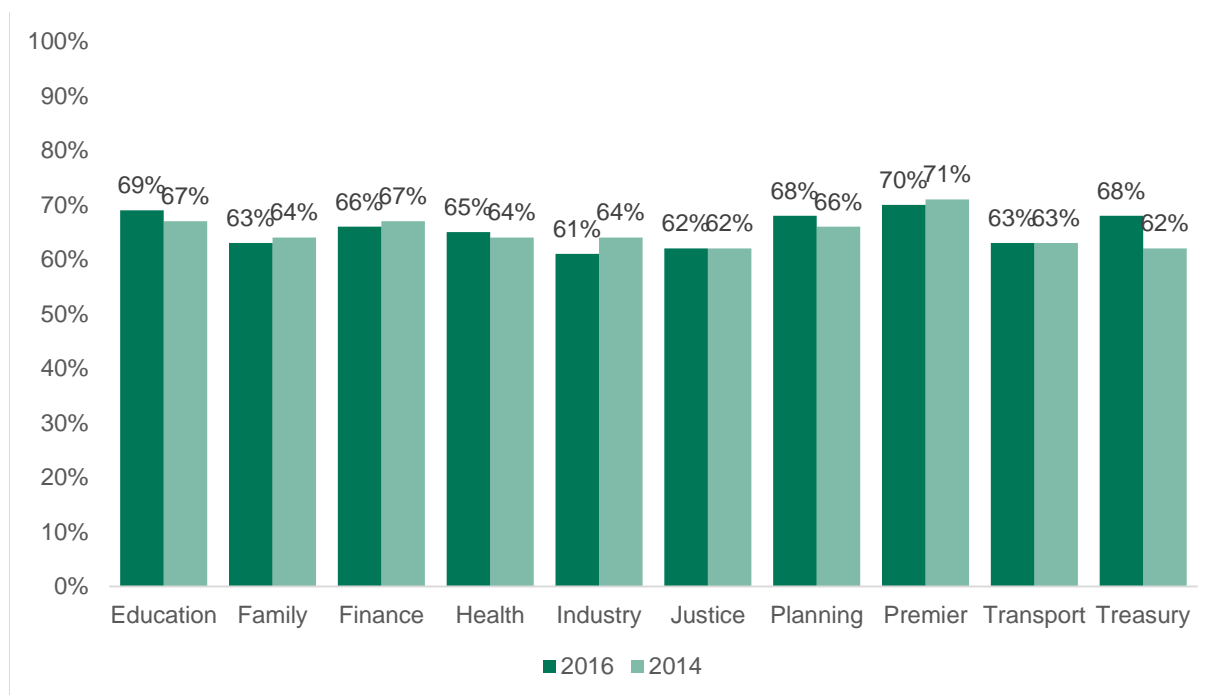
2.2 Engagement across the sector

Levels of engagement are broadly comparable across the sector, and it is encouraging to see that no cluster in the sector falls below 60%. A good evaluation of performance is to explore trends in engagement levels over time. This shows that Family and Community Services, Premier and Cabinet and Industry have levels marginally below those for 2014. Engagement in Treasury have improved by six percentage points while Education, Health and Planning and Environment have all shown small improvements since 2014.

The variation in Index scores for individual organisations in clusters ranged from 61% to 70% while independent agencies (outside clusters) had a range of 46% to 80%. The highest overall scores were for Infrastructure NSW (88%) and the Judicial Commission (81%).

⁷ Cabinet Office: *Civil Service People Survey 2015 benchmark scores*, Crown copyright.

Figure 4: Engagement Index trends across NSW public sector clusters



Looking at engagement levels by different demographic groups demonstrates that overall, the levels of engagement are broadly in line across different employees in the sector. There are no significant differences between male and female workers, those working full or part time and between those of different levels of educational attainment.

Aboriginal and Torres Strait Islander employees have levels of engagement broadly in line with the average, as do employees who identify themselves as LGBTI. However, there are notably lower engagement levels among employees with a disability and those diagnosed with a mental health condition. Recent research by ORC International has demonstrated that key to minority groups feeling engaged is the perception that they and their contributions in the workplace are truly valued by their organisations⁸. Diversity and inclusion is discussed further in section 7.

Figure 5: Engagement Index by demographic groups

Group	Seniority	Type of work
Sector	65%	Non manager 64%
Male	63%	Service delivery (direct contact general public) 64%
Female	67%	Manager 66%
LOTE	68%	Other service delivery (no contact general public) 63%
ATSI	66%	Manager of managers 71%
Disability	60%	Administrative support 69%
Mental health condition	58%	Senior executive 74%
LGBTI	64%	Corporate services 66%
		Policy 65%
		Research 68%
		Program and project management 66%
		Legal 69%
		Other 63%

Green / red percentages are 5% above / below the total sector score

⁸ ORC International *Global Perspectives 2015: worldwide trends in employee engagement*, 2015.

Engagement by age, tenure and seniority demonstrate some typical trends. Younger and newer employees to both their organisations and also the sector demonstrate higher levels of engagement, a very common finding which has been corroborated by recent ORC International research into the ‘Generation Y’ or millennial workforce globally⁹. Employees 29 years and younger (commonly defined as Generation Y) are significantly more engaged than the average in the sector, with those aged 30+ all broadly in line.

Figure 6: Engagement Index by age

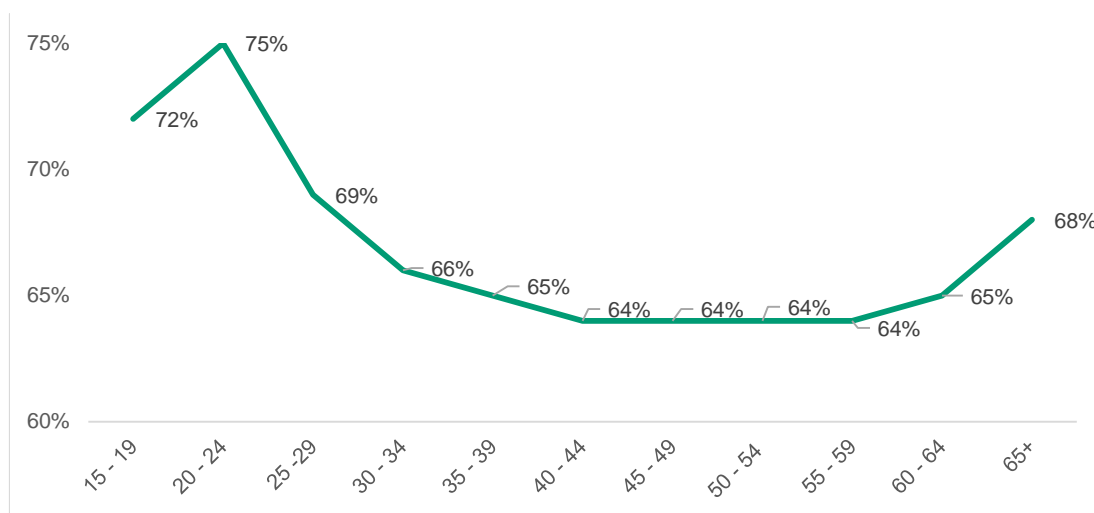
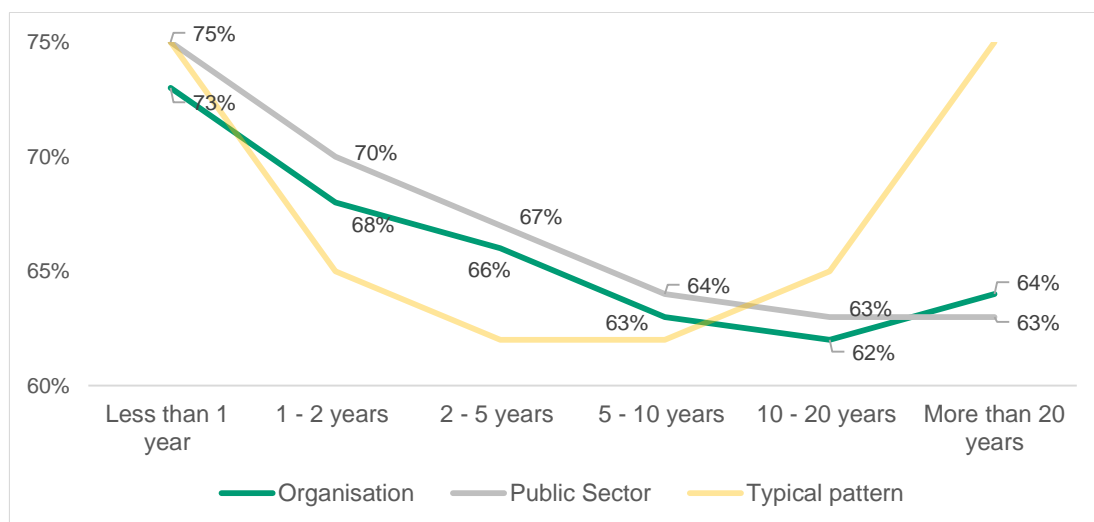


Figure 7: Engagement Index by length of service



However, of note are the levels of engagement recorded for employees with longer tenure. A typical trend found in engagement surveys across the private and public sector globally is that levels of engagement begin high, fall to their lowest after around 2-5 years of service and then recover for very long servers of over 10+ years to higher than average levels. But this ‘U’ shaped pattern is not displayed to a significant degree within the NSW public sector. Whilst levels of engagement do indeed begin very high, the fall experienced with mid-level tenure doesn’t truly recover to the levels of new employees,

⁹ *Ibid.*

with the longest serving employees of 10 or more years of service remaining amongst some of the least engaged employees in the sector.

Engagement by seniority can best be explored by looking at respondents who said that they manage other managers, and those who selected their employment status as Senior Executive. Both groups score highly at 71% and 74% respectively and it is common to see senior leaders as some of the most engaged employees in an organisation¹⁰. Salary data could also be explored but due to the different functions employed across the sector, level of salary is not an exact demonstration of the level of seniority.

It is common to see higher engagement scores amongst line managers¹¹ than non-managers, but the level of engagement amongst the group who said that they supervise the work of others was 66%, in line with the sector average. Research has shown that employee trust can be damaged when there are significant differences between actions and perceptions of senior managers and front line managers¹². The differences between these two groups is explored in section 3 of this report.

2.3 What is driving engagement across the sector?

Understanding what engagement is measuring and the levels of engagement across the sector is not in itself sufficient in understanding how to improve it. To achieve this outcome, the issues most affecting current levels of engagement must be fully understood. This theoretical model is based on the hypothesis that employee engagement in the sector is affected by various elements of the workplace, such as relationships with line managers, perceptions of learning and development, views of senior management, reward and recognition, job role and so forth.

The scale of the People Matter survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore themes and items in the survey with the strongest association with the Engagement Index, thereby providing one way to understand what themes are most influential on levels of engagement¹³. The use of this analysis involves building a statistical model that represents and therefore quantifies the relationship between elements of the workplace and their impact on employee engagement. This analysis was conducted at the overall sector level and also by each of the clusters.

Figure 8: Questions with the strongest association with engagement in the sector



¹⁰ Ibid.

¹¹ Ibid.

¹² ORC International, *Future-proofing Leadership*, 2015.

¹³ See Appendix A for a methodology on Key Driver Analysis.

The analysis revealed that co-operation and collaboration has a significant impact on levels of engagement across the sector. Other drivers of engagement were confidence in the capability of others, innovation and improvement, change management and performance development. The results of these key themes will be explored in detail throughout this report.

The variation in key drivers of engagement across public sector clusters is shown in Figure 9.

Figure 9: Key Drivers of engagement across clusters



As Education and Health represent over half of the total respondent population to People Matter, they share the same drivers as the overall sector. Career development emerges as more important in clusters such as Finance, Industry and Justice, whereas access to information and people taking responsibility for their own actions are particularly important for engagement in Treasury.

In Industry and Premier and Cabinet, support to optimise contributions and feeling able to contribute ideas that are listened to, are valued. It is important for Planning and Environment employees to believe that their work makes a real contribution and that their organisations are committed to delivering high quality services. Finally, having confidence in the way that grievances are handled is a driver for Family and Community Services. These cluster drivers should form the focus areas of local level action planning from the results of this survey.

3 Leadership

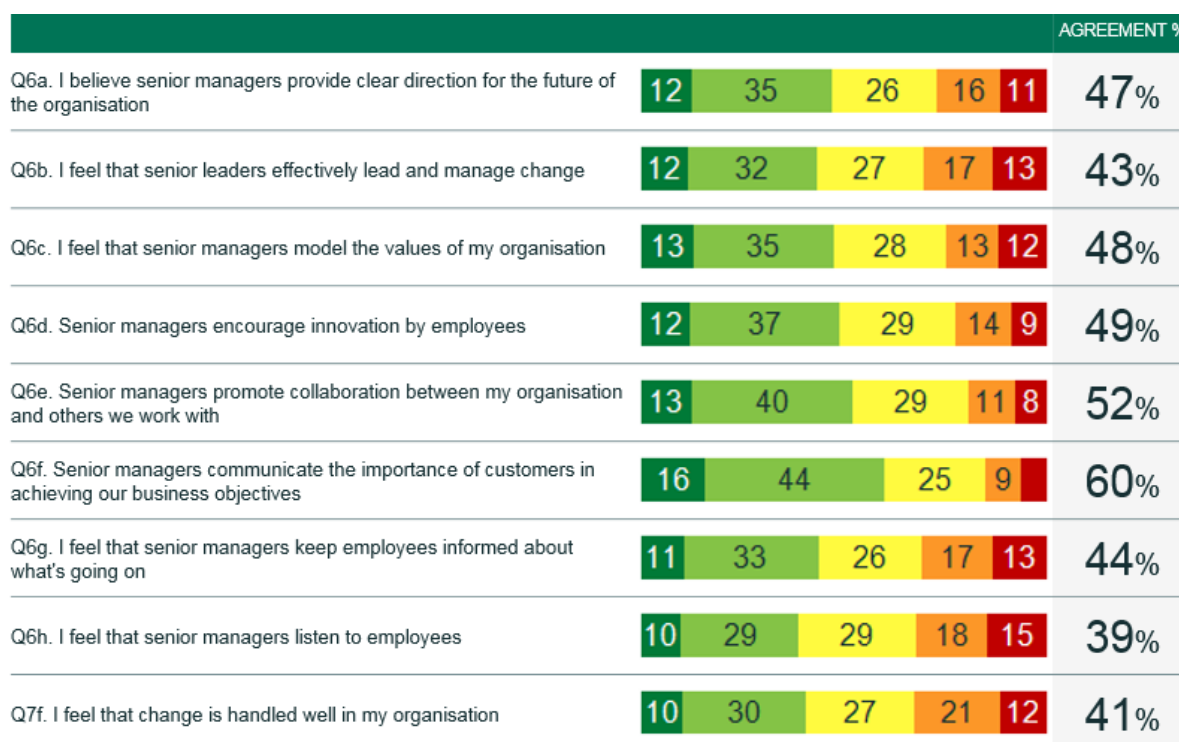
3.1 Senior Managers

Strong and effective leadership is a critical precursor to both employee engagement and also business performance in successful organisations. Effective leadership is now more important than ever given the range of cultural disruptors that have widely impacted all organisational operating environments over the last few years. Research has demonstrated that a lack of strong and effective leadership can potentially erode trust and ultimately damage morale and performance¹⁴.

Strong and effective leadership is a critical precursor to both employee engagement and also business performance in successful organisations

People Matter demonstrates that overall perceptions of senior managers were less positive than other areas measured in the survey. The aggregate agreement score¹⁵ across all items in the figure below is **47%** across the sector. Compared to other question groups such as Communication, High Performance and Public Sector Values, this highlights a potential area of improvement.

Figure 10: Senior Managers



¹⁴ ORC International: *Future-proofing Leadership*, 2015.

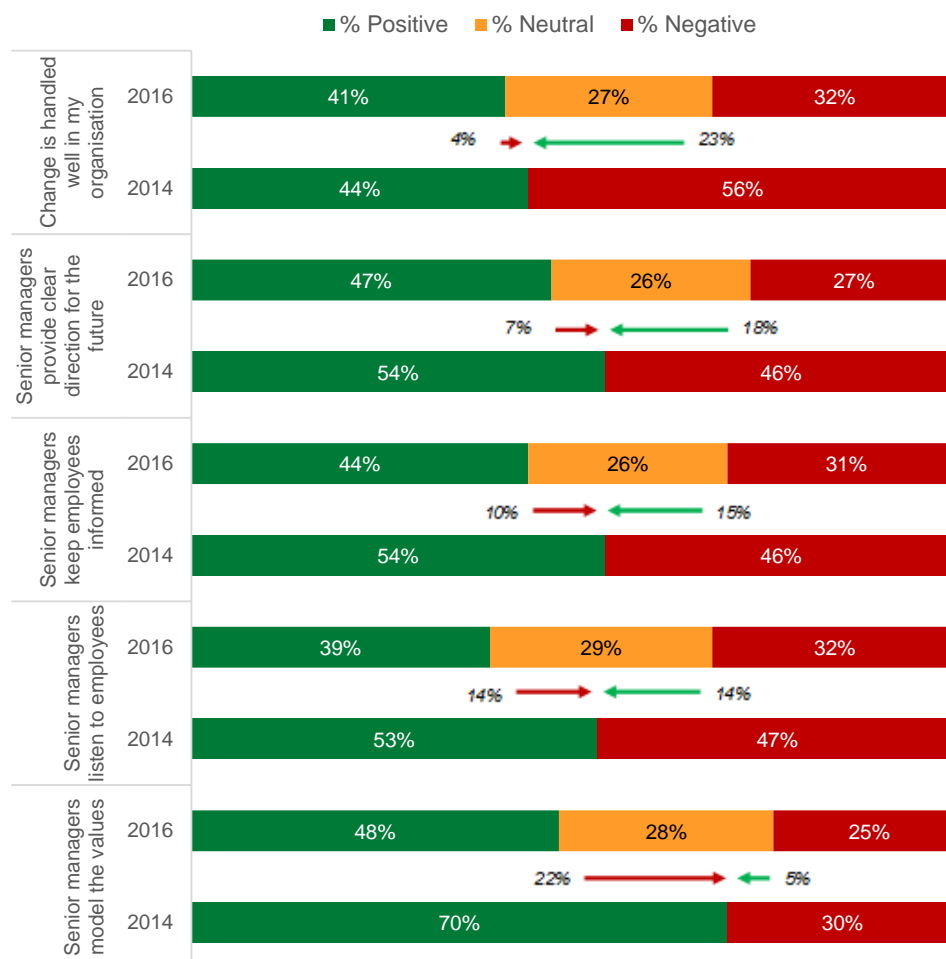
¹⁵ This score (and those in subsequent sections), are not comparable to the score for the Engagement Index as they are calculated differently (see Appendix A).

Whilst 60% of employees agreed that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis of customer and public service as a focus for the sector as a whole, results for some other areas were much less positive - particularly listening to employees (39%), managing change (41% for the organisation, and 43% for senior managers), and keeping employees adequately informed (44%).

However, it is important to contextualise these scores by understanding that it is not uncommon for leadership to be an area of lower perceptions due to the reduced visibility of leaders in large and complex organisations.

A comparison of scores for the same questions in 2014 shows a notable decline in positivity across most items but also declines in negativity (see figure below). Caution is required in interpreting these trends due to differences in the 2016 and 2014 response scales. However, analysis of movement from agreement and disagreement scales into the neutral option can provide an indication about whether an area is perceived better or worse than in previous years, or whether the change is related more to the introduction of the neutral response option.

Figure 11: Senior Managers 2014 and 2016



In 2016, 48% of respondents agreed that senior managers model the values of their organisation compared to 70% in 2014. Given that the proportion who disagree with this statement has only fallen by five points since the introduction of the neutral option, this is of some concern.

Smaller declines in agreement were recorded for the communication questions (listen to employees: 14 percentage points; keep employees informed about what is going on: 10 points). However, they are matched by declines in negativity of 14 and 15 percentage points respectively since the last survey.

When asked if senior managers provide a sense of direction for the future, 47% agreed. Although this is a fall of seven percentage points since 2014, it is small compared to the decline of 18 percentage points in negativity. The proportion of respondents who agree that change is well managed has fallen slightly since 2014 (four percentage points), whilst the proportion of respondents who disagree has fallen significantly (23 percentage points). As mentioned previously, ORC International analysis shows that this is an area which is significant in driving levels of employee engagement across the sector.

A similar technique to Key Driver Analysis was undertaken in order to understand the themes having the biggest influence on perceptions of leadership, and specifically senior managers. This analysis revealed that there is significant cross over between what influences perceptions of leadership and what drives engagement.

Figure 12: Questions with the strongest influence on Senior Manager results



Career development is strongly associated with perceptions of leadership, with similar proportions of respondents answering that they believed that their organisation is committed to developing its staff and that senior managers support the career advancement of women (53% and 54% respectively). Employees also look to their senior managers to encourage strong co-operation across different teams and business units (which is fundamental to engagement), and also to demonstrate that their organisations are prepared to meet future challenges. This reinforces the notion that having strong and effective change management skills is broadly perceived by employees across the sector to be essential to leadership by senior managers.

3.2 Change management

Figure 10 shows that 41% responded positively to the perception that change is handled well in organisations, with 27% neutral and 33% disagreeing. It is likely that those who were neutral in their response either see inconsistent behaviours in how change is managed and/or they lack awareness of changes that are being made.

Reinforcing this finding, 8% of all open comments collected in People Matter were related to change (just over 6,500 comments in total)¹⁶. The majority of comments concerned stability and continual change with concerns for job security and the perception of on-going restructuring for little tangible benefit. This suggests that respondents are unsure of the future and are unclear on how change will impact on them in their day to day working life and the rationale for such change.

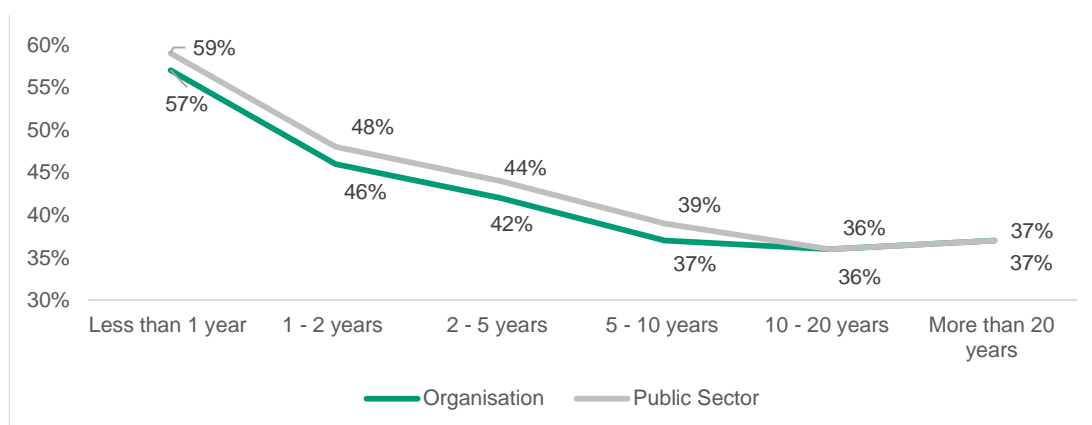
Delving further into key demographics and work profiles within the sector, those from Industry (28%) and Justice (31%) were less positive overall whilst those from the Education were more positive (50%). Again, we see that new starters, senior executives, younger people and those who do not speak English as their primary language are more positive in their perceptions. Those in administrative support roles were more positive about how change is managed, whilst those who have a disability or a mental health condition were less positive.

Figure 13: Change management by demographic groups

Group	Seniority	Type of work
Sector	41%	Non manager
Male	37%	Manager
Female	43%	Manager of managers
LOTE	50%	Senior executive
ATSI	44%	
Disability	33%	
Mental health condition	30%	
LGBTI	37%	
		Service delivery (direct contact w/ general public)
		Other service delivery (no contact w/ general public)
		Administrative support
		Corporate services
		Policy
		Research
		Program and project management
		Legal
		Other

Green / red percentages indicate that the score is 5% above / below the overall sector

Figure 14: Change management by length of service



¹⁶ The open question asked “If you could change one thing to improve the effectiveness of your workplace, what would it be?” Comments were themed into broad categories and long comments were multi themed. More than half of respondents left a comment resulting in 80,916 individual comments being collected across the sector in total. A summary of themes is in Section 5.4.

Figure 15: Change management by age



Given that results for keeping employees informed, listening to employees and senior leaders providing a clear direction for the future were comparatively low in agreement, this reinforces the need for increased and more effective two way communication. During times of change, communications become even more of an imperative, thus examining communications processes and how key messages are being delivered could benefit across all drivers of engagement and the employee experience.

4 Communication

4.1 An enabler of high performance

Effective internal communication is an integral component of success in an organisation; without it, organisations can fall behind in terms of productivity, profitability and employee engagement. Improvement in customer satisfaction, service delivery and product quality, increased employee satisfaction and retention of key talent are just some of the areas in which effective communication will impact performance¹⁷.

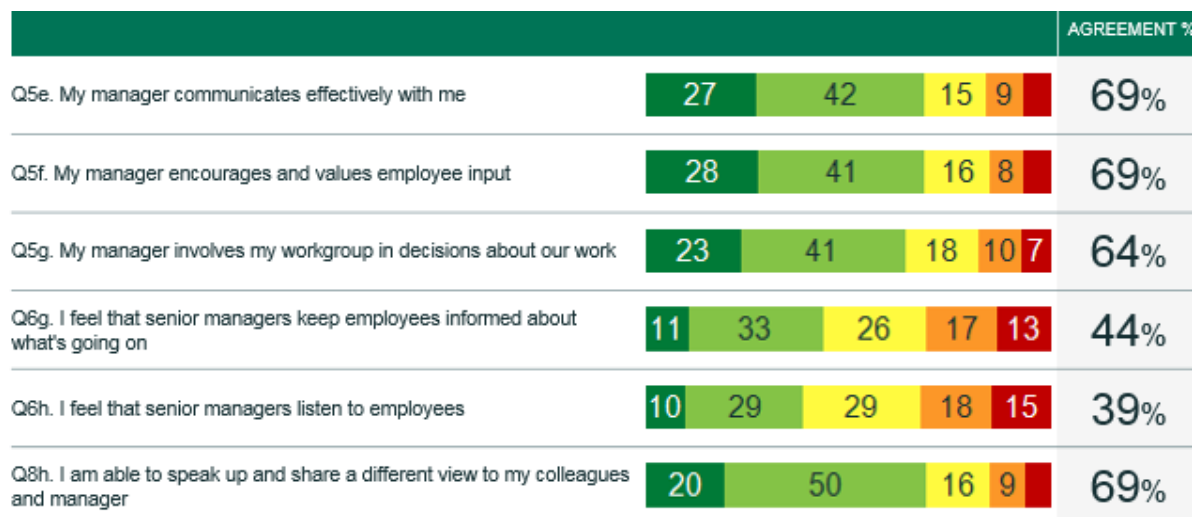
Effective internal communication is an integral component in the success of an organisation; without it, organisations can fall behind...

Research by ORC International has found notable discrepancies in how different groups of employees tend to perceive internal communications¹⁸. Perceptions of public sector employees are typically less positive than private sector organisations and organisations with 10,000 or more employees. Staff in IT, marketing and customer service functions also tended to be less positive than other employees. However, newer employees who had recently joined an organisation are typically more positive, as are managers. And, employees based in an office environment are typically more positive about internal communication than those in roles such as front line delivery.

4.2 Communications from senior managers and direct managers

Six questions were included in People Matter to measure communication. The aggregate agreement score across all items in figure 16 is **59%** across the sector.

Figure 16: Communication



¹⁷ Towers Watson 2011/2012 Change and Communication ROI Report (EMEA Regional Report).

¹⁸ Wendy McInnes, Anand Ramachandran and Jan Onghanseng, 2015. Internal Communication: Best Practice Literature Review. Report prepared for a large Australian Federal Government Agency.

Empowering and connecting with employees often starts with the direct manager since they are the ones who communicate most often with employees. Direct managers must be effective communicators in order to exude a strong leadership image and framework that can be passed down to the employees. Consequently, direct managers must be empowered and trained to communicate high level strategies and everyday topics effectively. It is therefore positive that People Matter found that 69% of respondents feel that their manager communicates effectively with them. The same proportion said that their manager encourages and values their input, whilst 64% responded that their manager involves them and their workgroup in decision-making.

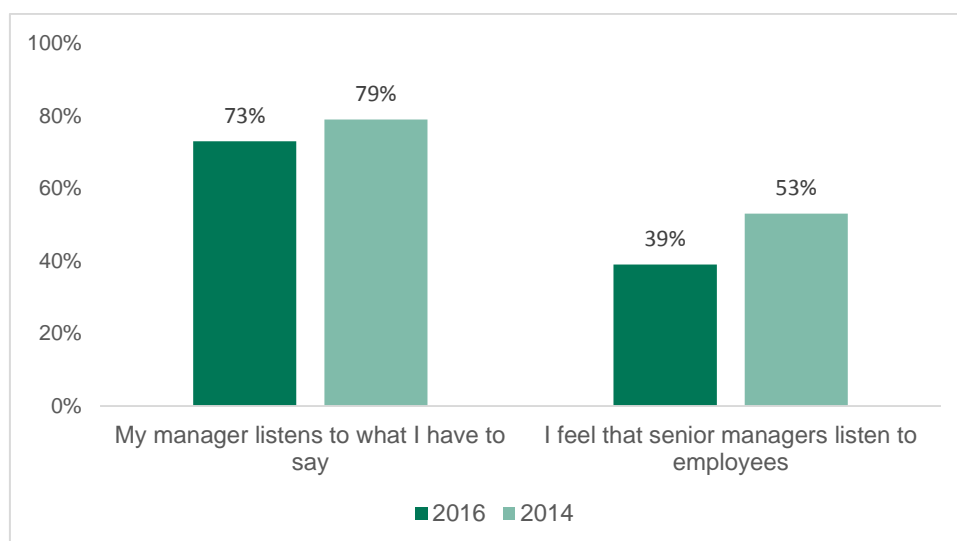
As with other survey items, direct comparisons to 2014 are not encouraged due to the change in response scale, but looking at the changes in perception of effective communication from line managers reveals that the introduction of the neutral option has been accompanied by a four percentage point drop in positivity since 2014. However, it has also been accompanied by a larger fall of 11 percentage points in levels of negativity.

Top-down communication is paramount to legitimise organisation-wide messages and build trust, especially when talking about changes in the organisation (both positive and negative). It strengthens the value and importance of the message, and increases enthusiasm and buy-in from employees when the message comes from a key senior leader. As discussed previously with the other leadership results, when employees see senior managers making an effort to meet or talk to them, it builds trust and empowers employees because they become part of the organisational movement, allowing both groups to build a stronger relationship towards a common goal.

Despite their critical role in delivering key messages, senior management can struggle to communicate in a way that resonates with employees, and there are notable variances in how different groups feel about the information they receive. As the previous figure shows, communications from senior managers were perceived less favourably than those from direct managers.

People Matter placed a particular emphasis on evaluating two-way communication, with multiple survey questions addressing this concept. There was a marked discrepancy between employee perceptions of direct managers and senior managers. Nearly three quarters (73%) of employees felt that their direct manager listened to them compared with 39% for senior managers. Both ratings are lower than in 2014 but the disparity between direct and senior managers has become even more pronounced in 2016, as shown in the following figure.

Figure 17: Listening to employees by direct manager and senior managers



Further exploration of the extent of two-way communication with line managers reveals that at least two thirds of employees felt that their input was valued and taken on board. 69% felt that their manager encourages and values employee input. The same proportion felt that they are able to speak up and share a different point of view, while 64% felt that their manager involved their workgroup in decisions.

There were marked disparities in levels of positivity according to demographic factors. Of key minority groups, respondents who said that they have a disability or a diagnosed mental health condition reported significantly lower scores (around 10 percentage points for each indicator) than their colleagues while Aboriginal and Torres Strait Islander and LGBTI employees were broadly in line with the average sector scores. It is critical to explore further whether any groups of employees are excluded or disadvantaged from current approaches to internal communication within the sector.

5 High Performance

5.1 Introduction to measuring High Performance

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation¹⁹. In the context of the public sector this also means a consistent alignment, where desired, across all agencies and layers of government, including effective collaboration both within and across agencies.

Analysis of People Matter data has revealed that elements of a high performance culture, notably perceptions of collaboration and individual capability, have a direct effect on levels of employee engagement. This section covers six separate factors and 21 questions relating to high performance. The aggregate agreement score across all items is **68%** for the sector. The results for each factor are in the following figure. They demonstrate that the foundations are solidly in place to build and sustain a high performance workplace.

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation...

Figure 18: Overall results for High Performance

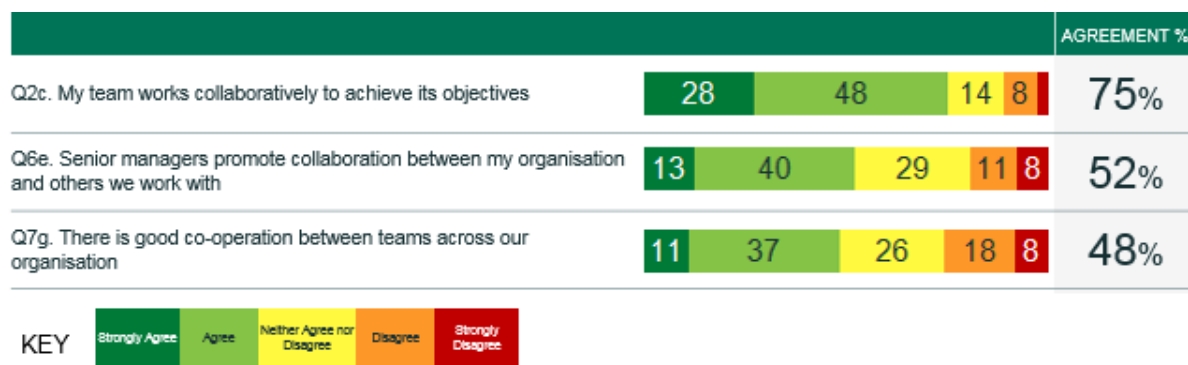
Question group	%
High Performance	68%
Collaboration	59%
Capability	65%
Efficiency and effectiveness	74%
Continuous improvement	69%
Innovation	58%
Outcomes	86%

5.2 Collaboration

People Matter addressed perceptions about collaboration both within teams and across organisations, as well as beyond organisations. Analysis has revealed how perceptions of collaboration are having the biggest impact on employee engagement, as addressed in section 2.

¹⁹ See for example the New Zealand High Performance Framework.

Figure 19: Collaboration



When respondents were asked if collaboration within their team was effective enough for their team to achieve its objectives, 75% agreed. Particularly high scores were recorded in Treasury (82%). Employees working in program and project management and policy roles were also very positive at 79% and 81% respectively. Levels were broadly consistent across the sector. These results reflect a wider level of employee positivity about their immediate workgroup, with teams predominately being ranked as strong, effective, respectful places to work that strive for client and customer satisfaction.

Perceptions differ when the focus turns to cooperation between different teams with just 48% of respondents saying that teams across the organisation cooperated effectively with each other. As is common when the question reflects the wider organisation rather than the immediate working environment, this item also attracted high neutral and negative scores of 26% each.

Education was the most positive cluster in regards to inter-team cooperation (55%) while Industry recorded 39% agreement. Whilst the perceptions of direct managers and supervisors did not vary significantly from the average (49% agreement), those who manage other managers tended to be moderately more positive at 54% agreement, whilst still recording a negative score of 23%. Senior manager promotion of collaboration outside the organisation received a score of 52% agreement.

These findings, together with the fact that the theme of collaboration between different teams has emerged as the strongest driver of employee engagement for the sector, suggest that collaboration is key to building high performance across the sector as well as strong levels of engagement.

5.3 Capability

Having the right capability is critical in any workforce. Potential gaps in capability can not only frustrate efforts to turn an organisation into a high performance workplace, but can also have a negative impact on the delivery of the best outcomes.

Over three-quarters of respondents (76%) agree that the people that they work with have the appropriate skills to do their job well. However, perceptions were less positive regarding the belief that the organisation selects capable people to do the job (51%). Analysis by ORC International has shown that alongside the belief that there is effective cooperation between different teams, the belief that all colleagues across the organisation (not just within immediate workgroups) are capable of doing their jobs effectively is critical to employee engagement in the sector.

There are notably stronger scores in relation to immediate managers and confidence in their decisions (67%) and work assignment based on appropriate skills and expertise (65%).

Figure 20: Capability



5.4 Efficiency and effectiveness

Having capable employees and managers in part leads to greater workforce efficiency and more effective outcomes. People Matter asked whether employees know what is expected of them at work and nine in 10 responded positively. Seven in 10 reported that they have the correct tools and equipment to do their jobs effectively while 16% responded negatively to this item.

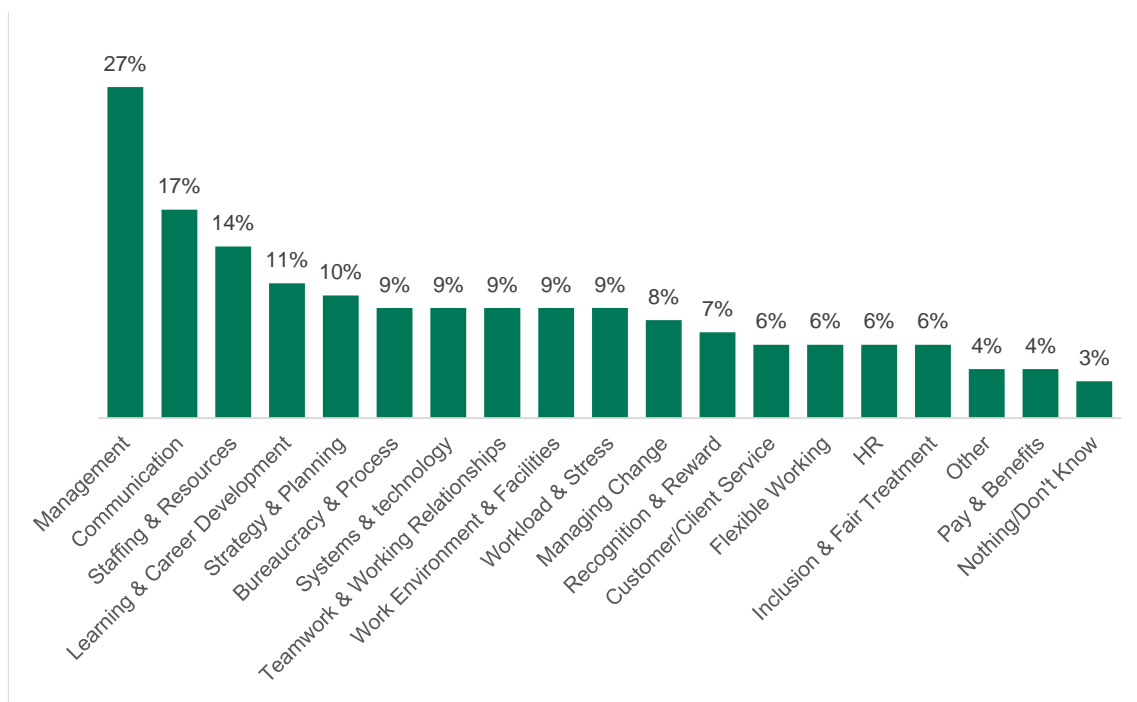
The finding that 67% of respondents feel that they get the right information in order to do their job well was broadly consistent across all types of work, with those working in administrative support roles moderately more positive than the average at 72%.

Figure 21: Efficiency and effectiveness



People Matter asked the question “If you could change one thing to improve the effectiveness of your workplace, what would it be?” and left an open space for respondents to leave their suggestions. The following chart shows the range of themes collected from this question. Comments regarding both local and senior management as well as communication attracted the largest number of comments.

Figure 22: Themed employee comments about efficiency and effectiveness



5.5 Continuous improvement

Linked to the concept of management and leadership through change is the perception of an organisation being future-focused, which has also emerged as a key driver of employee engagement. Nearly two thirds (62%) indicated that their organisation is making the necessary improvements to meet future challenges. This is a positive result which indicates that there is a good foundation in terms of meeting future challenges.

Another related key driver that highlights the potential for a positive way forward is the strong belief that their organisation focuses on improving the work done. Positively, three quarters (76%) of survey respondents felt that their organisation focuses on improving the work that it carries out, highlighting a key strength to tap into across the sector.

Figure 23: Continuous improvement

					AGREEMENT %
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	45	15	11	69%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	47	16	8	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	43	21	10	64%
Q7d. My organisation focuses on improving the work we do	26	50	16		76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	42	23	11	62%

Education was notably more positive than other clusters about focusing on improving work (84%) whilst Justice was notably lower in relative terms (67%). Even though this is not a key driver of engagement for Treasury (see Section 2), this is an area where it is performing well (81%). Demographically, similar trends were observed across the sector:

Figure 24: Continuous improvement by demographic groups

		Seniority	Type of work		
Sector	76%	Non manager	75%	Service delivery (direct contact w/ general public)	76%
		Manager	78%	Other service delivery (no contact w/ general public)	72%
		Manager of managers	83%	Administrative support	80%
		Senior executive	88%	Corporate services	79%
				Policy	78%
				Research	78%
				Program and project management	79%
				Legal	79%
				Other	71%

Green / red percentages indicate that the score is 5% above / below the overall sector

5.6 Innovation

Innovation is high on the agenda for many organisations in the private and public sectors both across Australia and globally, as they strive to compete and perform and it is therefore a critical area to measure when evaluating performance. Research by the UK Chartered Institute of Personnel Development suggested that higher levels of engagement lead to higher examples of innovation, with engaged employees more likely to explore new techniques and methods for completing tasks²⁰. Research has also demonstrated the clear link between diverse and inclusive workforces and innovation, which will be covered in greater detail later in this report.

The typical pattern from across the survey of higher positivity about immediate workgroups and lower positivity about senior managers is clear in the innovation results (67% and 49% respectively).

Figure 25: Innovation



Compared to the sector average of **58%**, respondents in Education (60%) were significantly more positive that innovation was encouraged by senior leaders. Treasury and Finance were also considerably above average at 59% and 57% respectively. Across the sector, senior leaders themselves tended to be significantly more positive (70%) while managers of other managers were less positive (61%). Overall, employees in administrative, corporate services, policy and project and program management roles

²⁰ K. Alfes, C. Truss, E. Soane, C. Rees and M. Gatenby (2010). *Creating an engaged workforce: findings from the Kingston employee engagement consortium project*. CIPD.

were also broadly more positive (54%) than those in legal roles and service delivery roles that do not involve contact with the general public (45%).

Figure 26: Innovation by demographic groups

		Seniority	%
Sector	58%	Non manager	56%
		Manager	61%
		Manager of managers	69%
		Senior executive	76%

Green / red percentages indicate that the score is 5% above / below the overall sector

Figure 27: Innovation by length of service

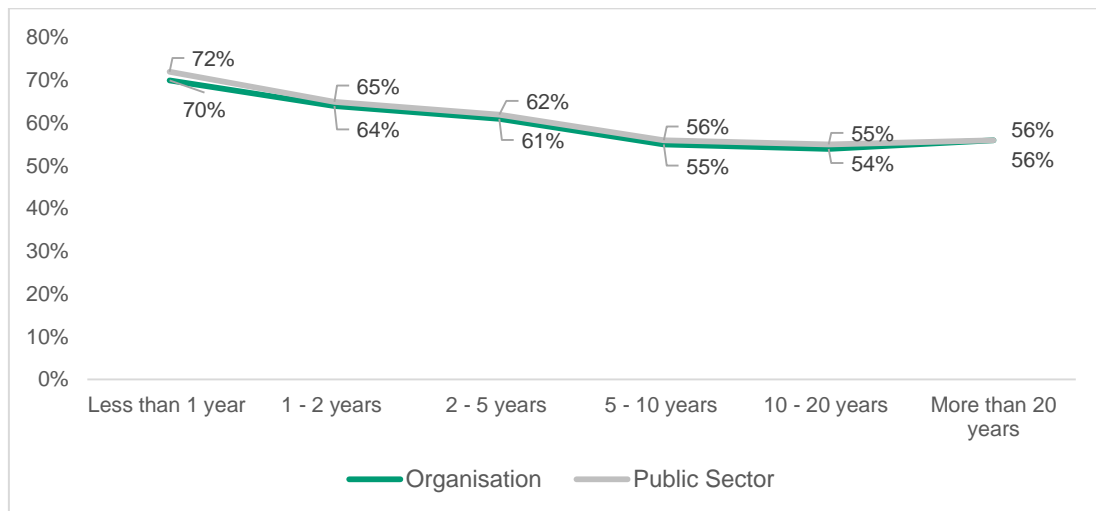
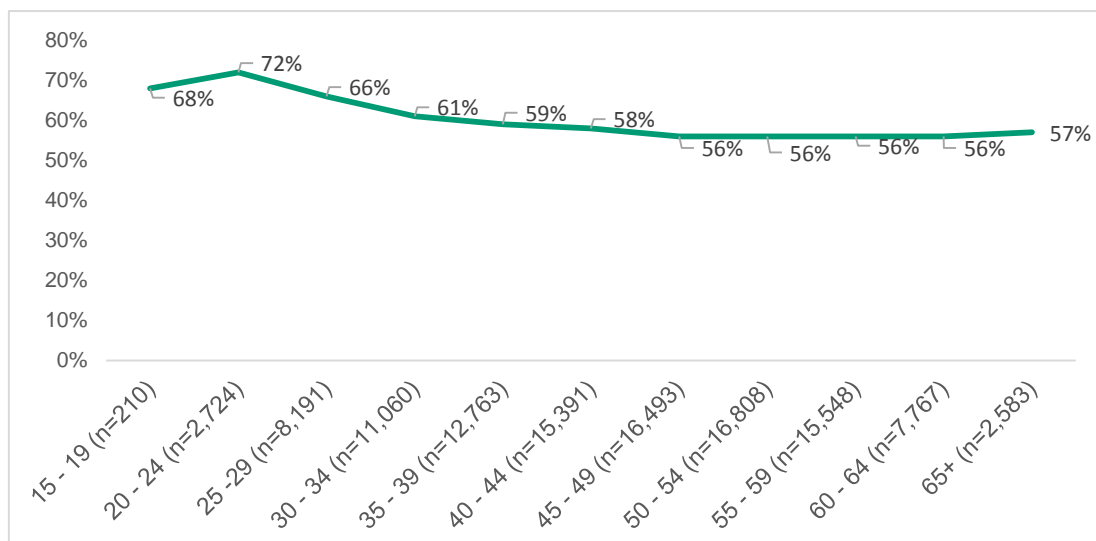


Figure 28: Innovation by age



5.7 Outcomes

Concluding the High Performance section is an assessment of outcomes and successfully achieving objectives. The majority of respondents feel that they successfully contribute to their organisation's objectives and goals (86%) which was broadly consistent across clusters. Encouragingly, the promotion of diversity and inclusion amongst public sector workers also scores extremely positively, with 85% agreeing that diversity contributes to better outcomes, and with the largest non-positive response from this question being employees who responded neutrally.

Figure 29: Outcomes



6 Public Sector Values and Conduct

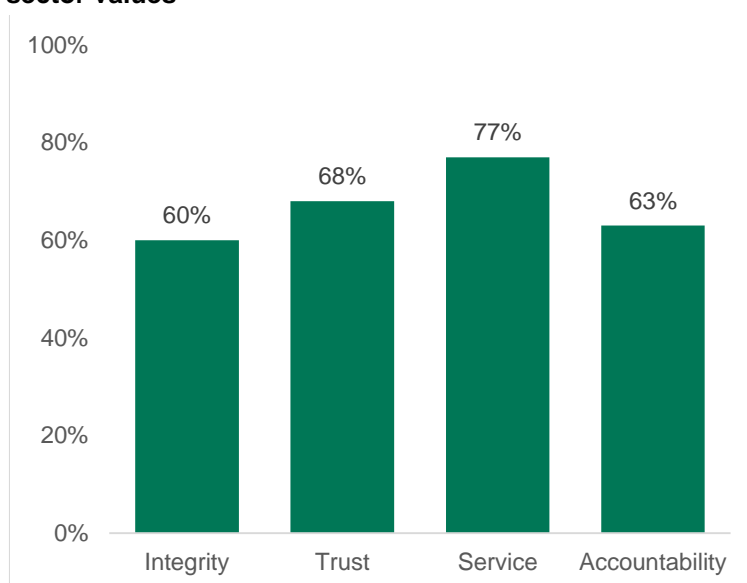
6.1 Values

The NSW Ethical Framework prescribes the core values for the public sector of Integrity, Trust, Service and Accountability. The values guide the high standards of personal and organisational conduct and decision making required of employees and agencies in serving the community and the government of the day. They are the basis of how to relate in everyday dealings with clients, customers, stakeholders, officials and colleagues in the workplace and how to act in the public interest.

The values guide the high standards of personal and organisational conduct and decision making required of employees and agencies...

The four values are measured in People Matter with 22 broad ranging questions about workgroups, managers, senior managers and the organisation. Aggregate scores for these values are shown in the following figure. As with other survey items, direct comparisons to 2014 are not encouraged due to the change in answering scale, however, as in previous years it is Service which rates highest amongst the values, with the other three broadly in line with each other.

Figure 30: Public sector values



6.2 Integrity

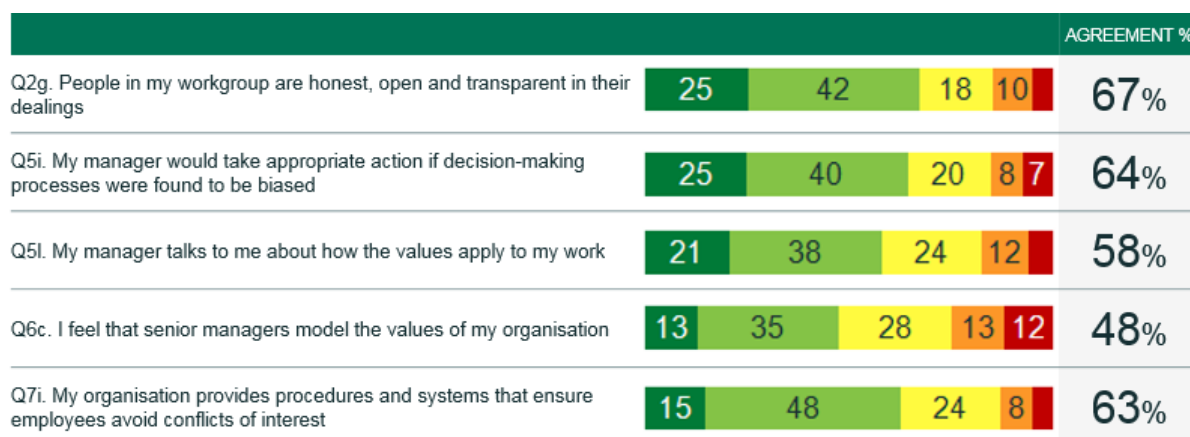
Integrity is perceived to be fundamental to public service across Australia and the world²¹. As a core value in NSW, Integrity is defined as the consideration of all people equally, without prejudice or favour and the act of behaving professionally with honesty, consistency and impartiality at all times. In

²¹ See for example the UK Civil Service Code (available at <https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>) and the Australian Public Service Commission (available at <http://www.apsc.gov.au/working-in-the-aps/your-rights-and-responsibilities-as-an-aps-employee>).

addition it is expected of public servants that they will take responsibility for all situations and always place the public interest over any personal interest²².

The majority of People Matter respondents (67%) believed that the colleagues in their immediate workgroups were open, honest and transparent. A similar proportion believed that their organisation provided an appropriate environment for avoiding conflict of interest (63%), and that their immediate manager would take appropriate action if any decision-making had been found to be biased (64%). Slightly lower scores were recorded for immediate managers communicating about how the core public sector values apply to work (58%) and just under half of respondents agreed that senior managers model the values of their organisation (48%).

Figure 31: Integrity



6.3 Trust

The Ethical Framework defines Trust in the public service as upholding the law, democratic principles and institutions of government. Trust is appreciating differences, welcoming learning from others and building relationships based on mutual respect. Trust is also the clear and honest communication of intentions and the provision of apolitical and non-partisan advice and support²³.

The majority of respondents believe that their immediate workplaces are built on trust and respect with strong scores regarding workgroups and managers in relation to this (72% and 76% respectively). A larger majority (86%) believe that their workgroup treats customers / clients with respect and 83% of respondents believe that their organisation strives to earn a high level of public trust.

Part of an open and transparent culture is enabling employees to feel that they have a voice, which can harness two way mutual trust between senior leaders and other staff. Items measuring employee voice are mixed, with considerably more positivity regarding immediate manager's listening to their staff (73%) than senior managers doing so (39%). Additionally, around one third of respondents disagree that their senior managers listen (32% negative), with a similar proportion also disagreeing that senior managers keep all employee adequately informed (31% negative) – an essential element of trust.

²² See the NSW Public Service Ethical Framework (available at <https://www.psc.nsw.gov.au/workplace-culture---diversity/workplace-culture/the-ethical-framework>).

²³ *Op cit.* NSW Public Service Ethical Framework.

Figure 32: Trust



6.4 Service

In NSW, the Service value is defined as the delivery of public services which are fair and focused on needs and quality whilst maximising delivery in ways which are deemed to be flexible, innovative and reliable²⁴. Accordingly there is the expectation that public servants will engage with all stakeholders, from the public to business and not-for-profit sector partners in a way which will implement the best outcomes.

The majority of People Matter respondents believe that teams and workgroups strive to achieve customer satisfaction for their local clients (85%). This area attracted low levels of neutrality, at only 10% when the question relates to immediate workgroup and between 13-14% when referencing the wider organisation, which is a common finding if respondents do not feel able to answer definitively based on their day to day experiences. Levels of active disagreement are very low at between five to seven percent.

Figure 33: Service



²⁴ *Ibid.*

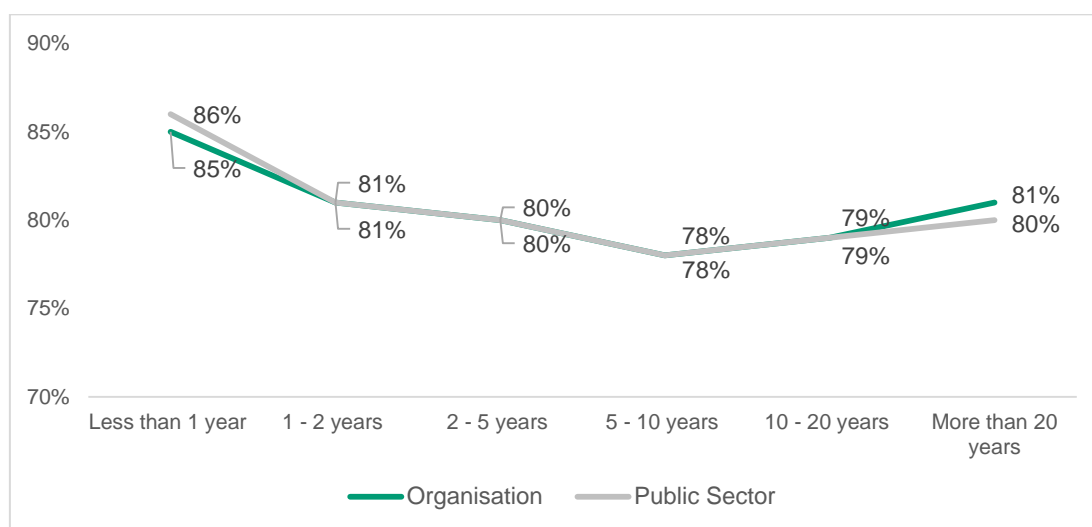
Respondents generally agree that agencies provide high quality services and strive to match customer and client demands (both 80%). New starters, senior executives, younger people and those whose primary language is other than English are more positive in their perceptions. The views of other demographic groups are in the following figure.

Figure 34: Provide high quality services by demographic groups

		Seniority	Type of work		
Sector	80%	Non manager	79%	Service delivery (direct contact w/ general public)	80%
		Manager	82%	Other service delivery (no contact w/ general public)	79%
		Manager of managers	86%	Administrative support	84%
		Senior executive	88%	Corporate services	81%
				Policy	80%
				Research	84%
				Program and project management	82%
				Legal	87%
				Other	75%

Green / red percentages indicate that the score is 5% above / below the overall sector

Figure 35: Provide high quality services by length of service



Respondents were less positive about senior managers communicating the importance of customers (and therefore in effect of service) in achieving objectives, scoring 60% positive but this score was amongst the highest from the specific questions asked about senior managers.

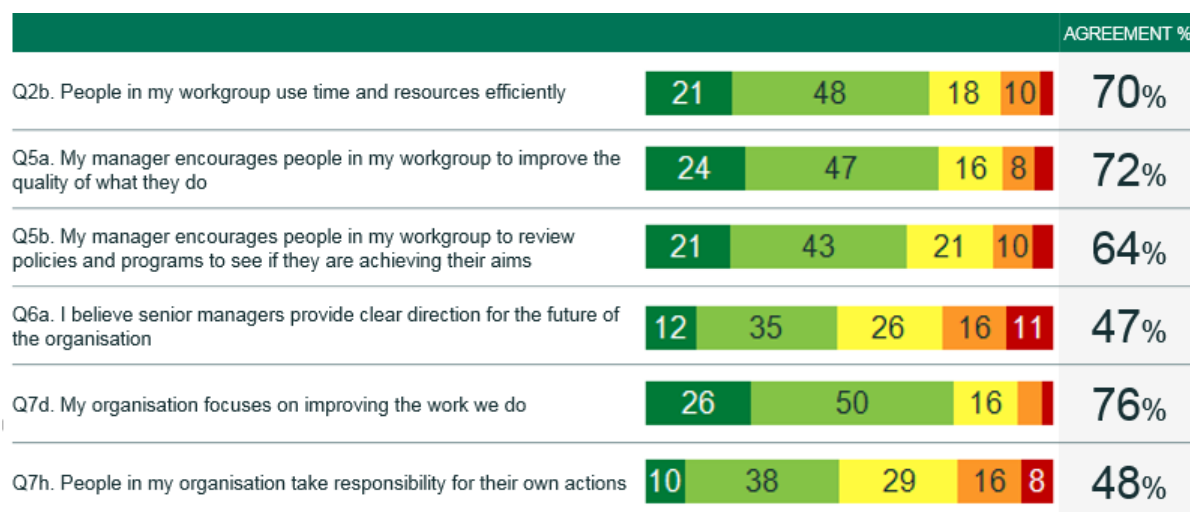
6.5 Accountability

Underpinning the notion of public service is Accountability and the expectation that all employees should take responsibility for decisions and actions taken. To this end, organisations recruit and promote employees based on merit and all aspects of the public service should be open and transparent

to appropriate levels of public scrutiny. According to the Ethical Framework, the public service should be “fiscally responsible and focus on efficient, effective and prudent use of resources”²⁵.

Items used to measure this value broadly scored well, but there are some areas of concern. Whilst 70% agreed that workgroups use their time and resources efficiently, fewer respondents agreed when asked about whether people take responsibility for their actions (48%) and nearly a quarter of respondents disagreed with this statement (23%).

Figure 36: Accountability



The perception of continuous improvement within organisations was more positive, with 76% of respondents agreeing that their organisation focuses on finding ways to improve their work, and a similar number agreeing that their immediate manager encourages their employees to find ways to improve the quality of what they do (72%). Slightly less positive was the belief that immediate managers encourage staff to review and amend policies and programs to ensure that their objectives are still being met (64% agreed) with over a fifth of employees unsure (21%).

Once again the focus falls on senior leaders and communication, with just 47% agreeing that senior managers have provided a clear sense of direction for the future of the organisation.

6.6 Core values by demographic groups

Whilst the majority of demographic groups viewed the values in broadly the same way, employees who have a disability or have been diagnosed with a mental health condition had a more negative view (six and eight points less positive respectively). Other demographic groups were more in line with sector averages. LGBTI and Aboriginal and Torres Strait Islander employees were broadly within one or two percentage points of the average. The only exception was Aboriginal and Torres Strait Islander perceptions about trust, with respondents responding less positively about their workgroups treating each other with respect (65% positive compared to 72% average).

²⁵ *Ibid.*

Figure 37: Values by demographic groups

	Integrity	Trust	Service	Accountability
Sector	60%	68%	77%	63%
ATSI	59%	64%	73%	62%
Disability	54%	62%	72%	57%
Mental health condition	52%	60%	71%	55%
LGBTI	59%	66%	75%	61%

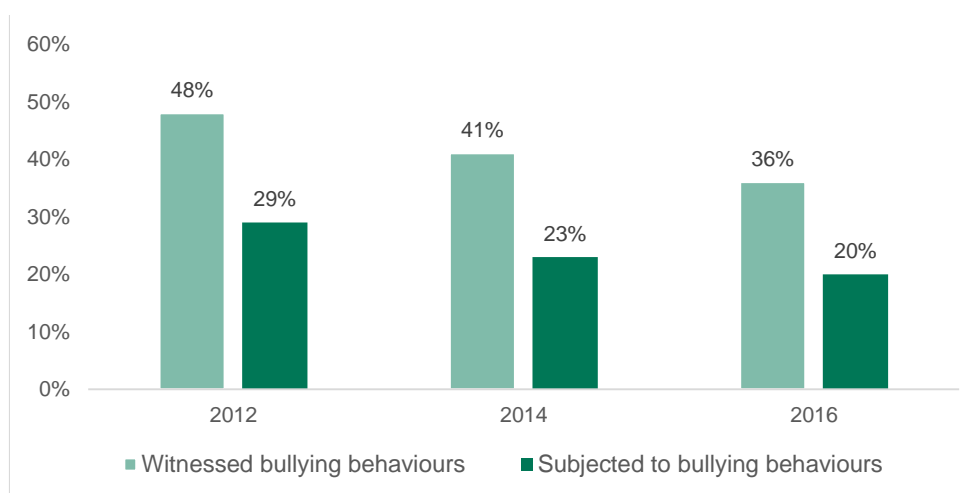
Green / red percentages indicate that the score is 5% above / below the overall sector

As previously discussed, there is a clear difference between the way that senior executives and leaders feel that the values are lived across the sector and the way that the majority of employees feel that they are embedded – especially in regards to the way that senior managers live and embody the values. The majority (80%) of senior executives (identified through employee status) rated all the items evaluating the values positively, compared with a sector average of 66%. The same trend was seen in other measures of seniority including managers of other managers (75%) and salaries above \$170,000 per annum (78%).

6.7 Bullying and other types of unacceptable conduct

There has been a downward trend in bullying and other types of unacceptable behaviour over the 2012, 2014 and 2016 People Matter surveys as shown in the following figure²⁶. The decrease for 2016 is the most significant, given the larger number of respondents (127,191) compared to 2014 (73,550) and 2012 (60,779).

Figure 38: Trends in witnessing or being subjected to bullying



To ensure that there was consistency in terms of approach to answering these questions, the survey provided the following definitions:

²⁶ A 'don't know' response option was introduced in 2016 and should be noted when examining trends with previous years. Research by ORC International has shown that without this option, respondents are extremely unlikely to select that they have experienced bullying unless this is actually the case. As such, the change in response scale is unlikely to have an impact on the positive response rate.

“Misconduct/wrongdoing” is behaviour that is unethical or illegal, that breaches your organisation’s code of conduct, or that compromises your duties.”

“Workplace bullying is **repeated and unreasonable behaviour** directed towards a worker or a group of workers that **creates a risk to health and safety**. Bullying can be: intentional or unintentional; overt or covert; active or passive. Bullying behaviours include actions such as shouting and non-action such as not passing on information necessary to doing a job. Bullying should not be confused with legitimate feedback (including negative comments) given to staff on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.”

On this basis in 2016, 22,409 or 20% of respondents said they were subjected to bullying in the last 12 months. Of these respondents, 21% submitted a formal complaint, 38% took sick leave as a result of the bullying and 4% made a worker’s compensation claim.

The number and proportion of employees subjected to bullying in each demographic group is shown in the following figure.

Figure 39: Employees subjected to bullying by demographic group

Group	No.	%*
Public Sector	22,409	19.9%
Women	14,485	21.0%
Men	6,385	16.6%
Language other than English	3,280	17.3%
Mental health condition	2,733	37.1%
Disability	1,250	33.9%
LGBTI	1,048	25.5%
Aboriginal and Torres Strait Islander	939	27.9%

*Percentage of the respondents in each group who answered ‘yes’, not a percentage of all survey respondents

As with 2014, immediate manager/supervisors were the most frequently cited source of bullying, followed by fellow workers at the same level, then senior managers.

Figure 40: Source of the most serious bullying in the last 12 months

Source	2016	2014
Your immediate manager/supervisor	26%	28%
A fellow worker at your level	25%	23%
A senior manager	23%	23%
Prefer not to say	13%	10%
A subordinate	8%	9%
Other	4%	N/A
A client or customer	2%	3%
A member of the public other than a client or customer	<1%	1%

Of those who indicated that they were subjected to bullying, the most common behaviours experienced are shown in the following figure. Unjustified criticisms or complaints was most cited (14%), followed by withholding information vital for work performance (11%). Being shouted at or receiving abusive or insulting language was reported in 10% and 8% of cases respectively. The most serious behaviours – threatening or actual physical harm and sexual harassment or abuse – were least reported at less than 1%.

Figure 41: Types of behaviour experienced by employees subjected to bullying

Type of behaviour	% experienced
Bullying behaviours	
Unjustified criticisms or complaints	14.3%
Withheld information vital for effective work performance	11.1%
Shouted or expressed anger	9.8%
Deliberate exclusion from workplace activities or opportunities	9.7%
Spread misinformation or malicious rumours	9.0%
Abusive, insulting or offensive language	7.8%
Repeatedly hassled or gave unwanted attention	7.6%
Other	5.8%
Threatened job loss or restricted job opportunities	4.8%
Sent offensive phone, text, email, written or online messages	3.4%
Criminal acts and/or sexual harassment	
Threatened physical harm	0.8%
Sexual harassment or abuse	0.7%
Physical harm	0.4%

The Public Service Commission guide for Positive and Productive Workplaces focuses on preventing bullying and early intervention and sets out some important characteristics of positive and productive workplaces.

7 Diversity and Inclusion

7.1 Diversity and Inclusion as measured in People Matter

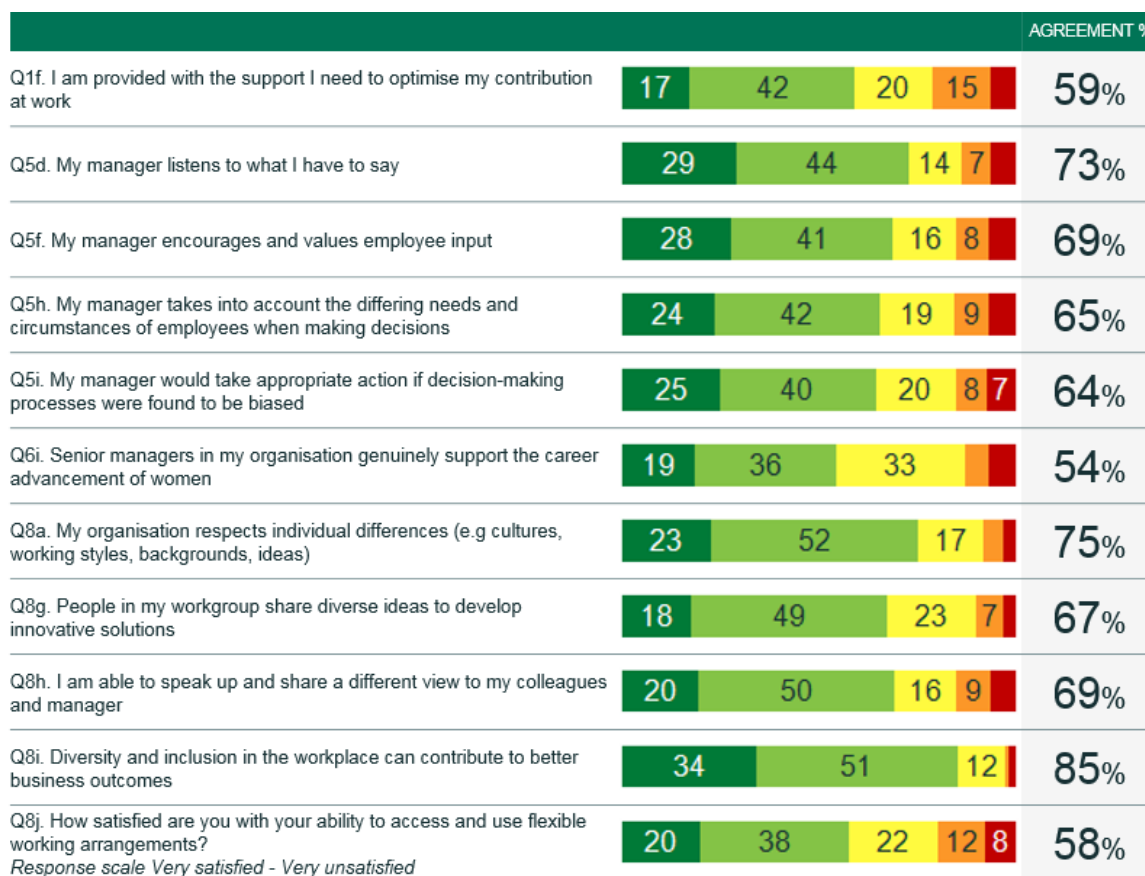
The concept of workplace diversity includes physical and cultural differences among employees, as well as differences in working styles and approaches. Having a diverse workforce and ensuring greater inclusion, as opposed to a ‘group think’ environment, allows for greater variety in approaches to tackling issues that face the organisation.

The concept of workplace inclusion encompasses involvement and empowerment, where the inherent worth and dignity of all people are recognised. An inclusive workplace promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs and backgrounds of all employees.

An inclusive workplace promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs and backgrounds, of all employees...

A total of 11 questions focused on diversity and inclusion. Overall, the responses for these questions were broadly positive, with an aggregate positive score across all items of **67%**.

Figure 42: Diversity and Inclusion



The majority (85%) of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes, while 75% believed that their organisation respects individual cultures and 73% of employees felt their manager listens to what they say.

There were disparities in levels of positivity reported by demographic groups. Of particular note was the finding that employees who reported having been diagnosed with a mental health condition (in the last 12 months) reported lower scores (around 10 percentage points for each indicator) than their colleagues. There were no significant differences in the responses of those who identified as LGBTI or of Aboriginal or Torres Strait Islander origin. This suggests that in terms of these demographic groups the public sector is performing well in its diversity and inclusion measures.

While there were no notable differences in results between managers and non-managers, senior managers (measured by those who indicated that they are a manager of other managers or senior executives), were consistently more positive in their attitudes towards the endorsement of diversity and inclusion within the organisation – replicating the consistent trend across People Matter for seniority and positivity to be positively correlated.

Figure 43: Diversity and Inclusion by demographic groups

	Diversity group	Seniority
Sector 67%	Male	67%
	Female	68%
	LOTE	70%
	ATSI	65%
	Disability	60%
	Mental health condition	59%
	LGBTI	66%
	Non manager	66%
Manager	69%	
Manager of managers	75%	
Senior executive	79%	

Green / red percentages indicate that the score is 5% above / below the overall sector

Figure 44: Diversity and Inclusion by length of service

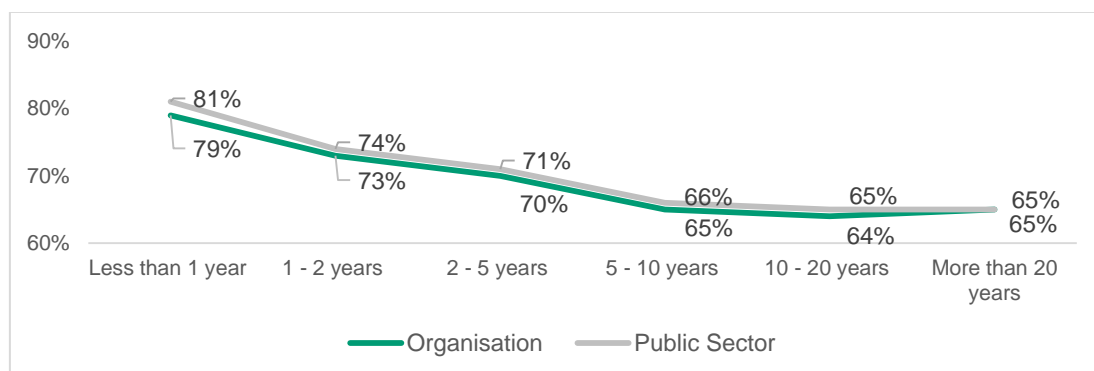
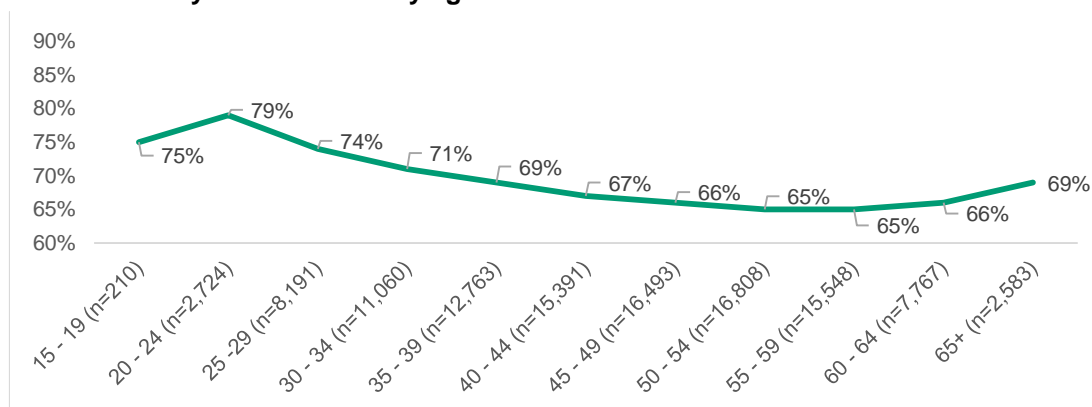


Figure 45: Diversity and Inclusion by age



7.2 Barriers to success

An additional set of questions explored perceptions about barriers to success and overall responses were generally positive. Slightly lower scores were recorded for the belief that age and disability is not a barrier to success at 71% and 67% and the latter attracted a high neutral score of 26%. Negative scores were low, with the highest negative rating recorded for the belief that age is not a barrier at 11%.

Figure 46: Barriers to success

	AGREEMENT %				
Q8b. Cultural background is not a barrier to success in my organisation	26	52	16	8	77%
Q8c. Age is not a barrier to success in my organisation	22	48	18	8	71%
Q8d. Disability is not a barrier to success in my organisation	21	46	26	8	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	25	51	21	8	76%
Q8f. Gender is not a barrier to success in my organisation	24	49	18	8	74%

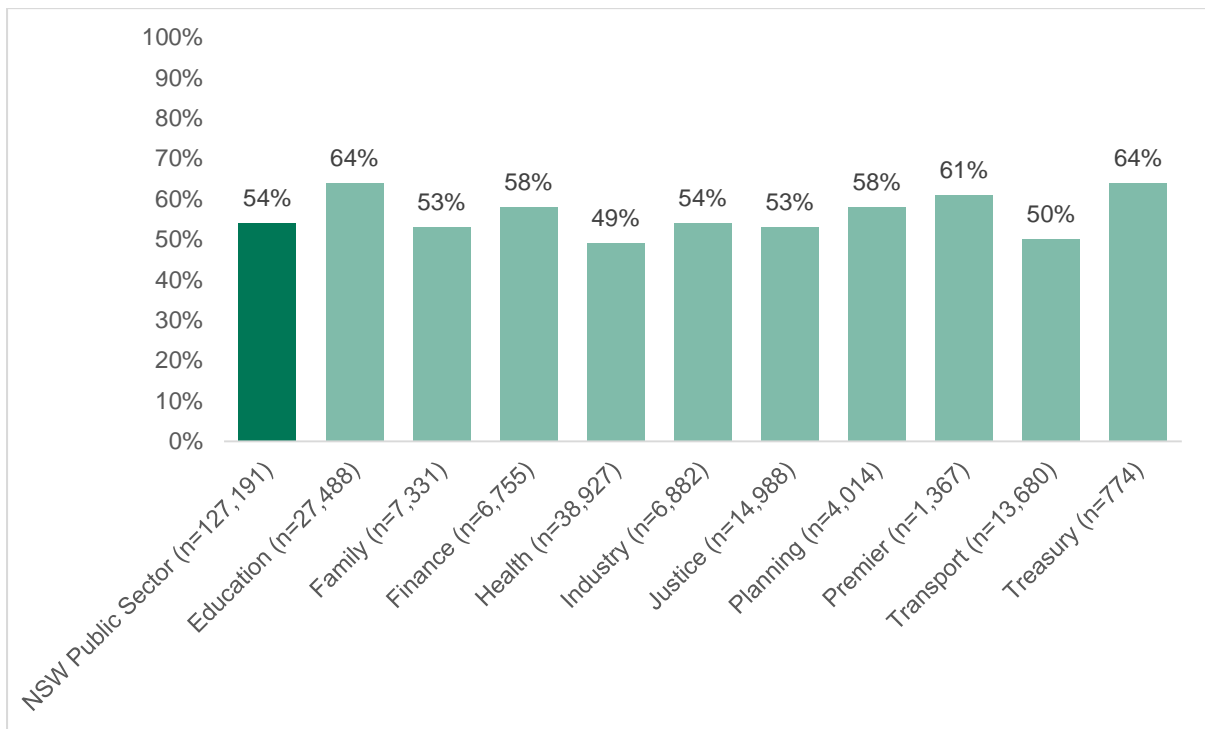
Exploring how different groups answered these questions shows some key differences. Older employees were moderately less positive that age is not a barrier to success, with 65% of those aged 50-64 agreeing, six percentage points below the sector average. However those aged over 65 years old were more positive at 72% and in line with the sector.

Whilst Aboriginal and Torres Strait Islander employees were broadly in line with the average across most of these items, this group was notably less positive that cultural background is not a barrier to success with 69% agreeing, eight percentage points below average. Similarly, respondents who said that they had a disability were broadly more negative across all these items, following a broader trend explored through most areas measured in People Matter. More encouragingly, LGBTI employees were broadly in line with the sector averages, including in regards to believing that sexual orientation is not a barrier to success.

One of the Premier's priorities is to increase the representation of women in senior leadership roles to 50% across the sector by 2025. Whilst there were no notable differences between male and female respondents across these questions and 74% of employees feel that gender is not a barrier to success in

their organisation, considerably fewer employees (54%) agree that senior managers genuinely support the career advancement of women (see Figure 42). Cluster variations are shown in the following figure.

Figure 47: Senior Managers support for the career advancement of women



8 The evolving workplace

8.1 The changing landscape

The landscape of work is changing rapidly, both across Australia and around the world. Numerous cultural disruptors primarily driven by a change in technology and accessible information has meant that employers now confront an external scrutiny not experienced before. With a workforce that is increasingly mobile, technologically literate and active across numerous forms of social media, employers are forced to concentrate on evaluating and promoting their employer brand and value propositions to an extent not required previously, in order to attract and retain talent in a competitive environment.

The landscape of work is changing rapidly. Numerous cultural disruptors has meant that employers now confront an external scrutiny not experienced before...

Public sector restructuring and significant reforms have an impact on the changing landscape. Demographic changes such as the increased ageing of the population affects workforce planning. An ageing population comes with extended working lives as well as an increasing need to attract and retain younger employees. This rapidly changing landscape means that there is a need for organisations and leaders to become more agile and more flexible in order to remain relevant. Many different policies, operating models and structures are being implemented in organisations to address the need for nimble workforces that can adapt, react or be proactive. Mobility, flexible work practices, extended and different ways of working are becoming critical for workforces and for organisations to understand, adapt to and manage effectively. The NSW public sector has recognised this need to adapt, indicating that:

“As the largest employer in the state, the NSW public sector has a lot to offer employees: interesting and challenging work opportunities, the chance to make a real contribution to the community, professional development and career mobility across a range of occupations and industries. However, these benefits alone are not sufficient and to be a competitive employer, agencies need to implement flexible ways of working”²⁷.

8.2 Recruitment

Being a competitive employer begins with recruitment. People Matter shows that just one third of respondents believe that their organisation’s process for recruiting employees is efficient and 41% of employees believe that both promotion and recruitment decisions are fair.

²⁷ Public Service Commission, available from <http://www.psc.nsw.gov.au/workplace-culture---diversity/equity---diversity/flexible-working>.

Figure 48: Recruitment

						AGREEMENT %
Q7l. My organisation's processes for recruiting employees are efficient	26	28	23	16		33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	34	31	16	12	41%
Q7n. My organisation generally selects capable people to do the job	9	43	26	14	9	51%

Whilst People Matter recorded that the perceptions of younger workers on this topic were more positive than average (60% for those ages 20-24 and 50% for those 25-29), there were sizable proportions across all age groups who were either unsure or negative about this item. To truly embrace and thrive in the new and evolving workplace, organisations within the sector must ensure that their recruitment procedures are robust and that their policies for promotion are deemed by all to be fair and equitable.

Figure 49: Recruitment fairness by length of service

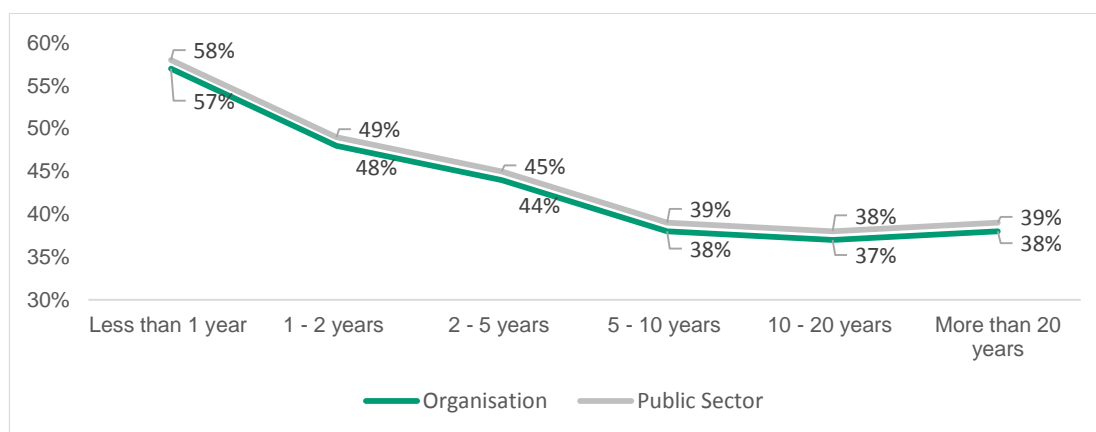
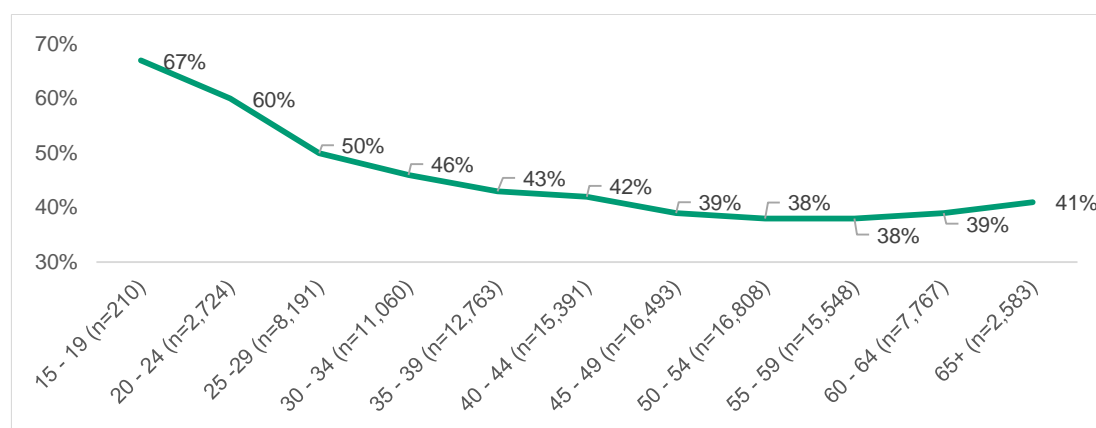


Figure 50: Recruitment fairness by age



8.3 Flexible working

The Premier has announced that all roles in the government sector will be flexible on the basis of “if not, why not” by 2019, thus employee perceptions of flexible working is an important area of the service to further understand. A total of 19,414 survey respondents indicated they were part time employees. Across all employees, variation in the use of other flexible work options is shown in the following figure.

Figure 51: Employee use of flexible working arrangements



In a separate question, 58% of respondents reported satisfaction with their flexible work options, whilst 22% were neither satisfied nor dissatisfied and a fifth were dissatisfied or very dissatisfied.

Certain operational roles or other limitations may restrict the extent of flexible working arrangements. Exploring satisfaction with the ability to access flexible work arrangements in more detail showed noticeable differences throughout the clusters with Education having the least positive response (48%), followed by Health (55%) and Transport (58%). These results are not surprising, given that those in service delivery roles involving contact with the public, and in particular, those who are in service delivery to clients in a non-office location, recorded lower levels of positivity around flexible working (50% and 48% respectively across the sector).

Figure 52: Satisfaction with flexible working arrangements

		Seniority		Type of work	
Sector	58%	Non manager	59%	Service delivery (direct contact w/ general public)	50%
		Manager	56%	Other service delivery (no contact w/ general public)	61%
		Manager of managers	57%	Administrative support	69%
		Senior executive	54%	Corporate services	68%
				Policy	70%
				Research	74%
				Program and project management	69%
				Legal	66%
				Other	60%

Green / red percentages indicate that the score is 5% above / below the overall sector

Furthermore, when looking at a range of items by satisfaction with ability to access and use flexible work arrangements, engagement is much lower for those unsatisfied (54%) and very unsatisfied (37%), as are all other key metrics. Conversely, engagement is notably higher for employees who are very

satisfied (80%). The same trend can be seen across clusters whereby employees who are very satisfied with flexible working arrangements exhibiting notably higher engagement scores and those unsatisfied or very unsatisfied exhibiting notably lower levels of engagement.

Figure 53: Engagement by satisfaction with flexible working

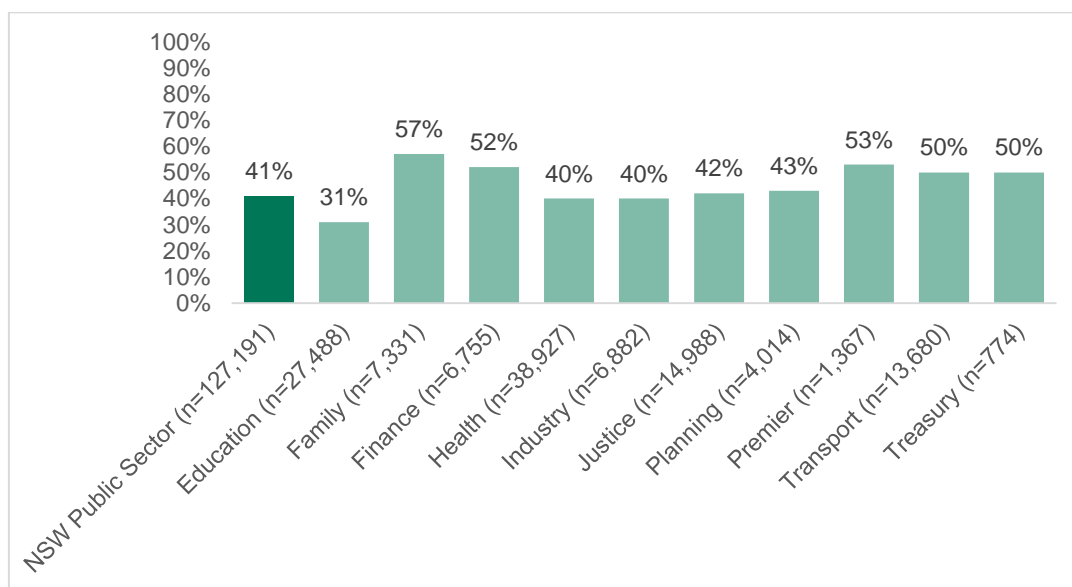
Agency	Very satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
Sector	80%	68%	61%	54%	37%
Education	86%	73%	67%	59%	43%
Family	76%	65%	57%	51%	38%
Finance	78%	66%	63%	56%	38%
Health	83%	70%	61%	53%	35%
Industry	73%	62%	55%	50%	32%
Justice	77%	66%	57%	50%	37%
Premier	81%	71%	66%	54%	52%
Planning	78%	67%	63%	58%	43%
Transport	79%	67%	59%	51%	35%
Treasury	78%	69%	63%	57%	r

Green / red percentages indicate that the score is 5% above / below the overall sector
 r = data restricted as below cut off limit of 30 respondents

8.4 Mobility

Mobility is also an important factor in the evolution of the public service. 41% of employees indicated that they would like to work in another agency within the sector during their career whilst a third (33%) neither agreed nor disagreed, possibly pointing to uncertainty about what opportunities could be available. A further 26% disagreed that they would like to work within another agency within the sector. Cluster differences are shown in the following figure.

Figure 54: Employee interest in working in another agency



Managers and organisations play a key role in ensuring employees understand the possibility of moving within and between agencies as a part of the career development process. Over two thirds (69%) of employees indicated they have a strong desire for career advancement but less than half (45%) are satisfied with their opportunities for career advancement and just over half (53%) feel that their organisation is committed to developing employees. Only 53% feel that their manager would help broaden their experience by supporting movement to another role and 41% felt managers would help broaden experience by supporting movement to another organisation.

Figure 55: Mobility



Nearly half (46%) of survey respondents indicated that improved career development opportunities was a key motivator to stay in the sector. This highlights the importance of career development and planning discussions and initiatives to assist in broadening employees experiences to increase the level of transferable skills. The evident levels of positivity around openness and transparency with direct managers will support this process. It will also be important that managers understand the benefits of a mobile workforce despite the short term resource deficiencies this may create within their team.

There is a delicate balance between encouraging mobility and flexible working while maintaining service levels within the operational requirements of organisations. There is a strong sense that a barrier to flexible working is trust between managers and employees who work offsite and are not visible. Technology will be an enabler of mobility and may address some of these barriers.

8.5 Planned retirement age

Nearly half of all survey respondents (44%) plan to retire at 65 years of age or beyond 65 years of age. When looking at just employees aged 50 years or older at the time of the survey, this figure increases moderately to 47%. Over one quarter of these respondents (27%) said that they wanted to retire at 60 years or age or between the ages of 61-64. The following figure shows this was highest in Education, at 32% of respondents. Premier and Family and Community Services has the largest proportion of people planning to retire beyond 65 years (39% and 38% respectively). Education and Treasury had the least (both 28%). Across the sector between five to eight percent of employees aged 50+ said that they wanted to retire between the ages of 55-59. Retirement beyond 65 years attracts a higher proportion of responses than any other retirement age group in all clusters.

Those who plan to retire beyond 65 years had the highest level of engagement and the small group of those who plan to retire before 55 years tended to be least engaged. Those planning to stay beyond 65 tended to specify improved career opportunities and learning and development as a critical factor in motivating them to stay.

Open comments collected in People Matter about retirement suggests that when employees consider retirement they often have feelings of uncertainty. This reinforces that the transition to retirement needs to be managed effectively for all employees.

Figure 56: Retirement intentions by employees aged 50+ years

Agency	Before 55	At 55	56 - 59	At 60	61 - 64	At 65	Beyond 65	Don't know
Sector	0%	1%	5%	11%	16%	15%	32%	19%
Education	0%	1%	7%	15%	17%	13%	28%	19%
Family	0%	1%	4%	8%	13%	17%	38%	19%
Finance	1%	1%	5%	12%	16%	13%	33%	19%
Health	0%	1%	5%	8%	16%	18%	33%	20%
Industry	0%	1%	5%	11%	17%	14%	33%	18%
Justice	0%	1%	6%	12%	14%	15%	32%	20%
Premier	0%	1%	7%	8%	12%	15%	39%	19%
Planning	0%	1%	6%	9%	15%	15%	32%	21%
Transport	0%	1%	4%	10%	17%	17%	33%	18%
Treasury	1%	1%	4%	11%	16%	14%	28%	26%

8.6 Intention to stay

Long tenure within the public service is high with over half (54%) having been employed in the sector for 10 years or more and over a quarter (27%) for 20 years or more. Similarly, over a fifth (22%) plan on working in the public sector for more than 20 years and 16% believe they will be working in their current organisation in more than 20 years' time. Whilst it must be recognised that many job roles within the sector are unique and not available elsewhere, these findings suggest that many still do view a career in the public sector as a career for life and that perceptions of mobility across the sector remain comparatively low.

Figure 57: Length of service within role, organisation and sector

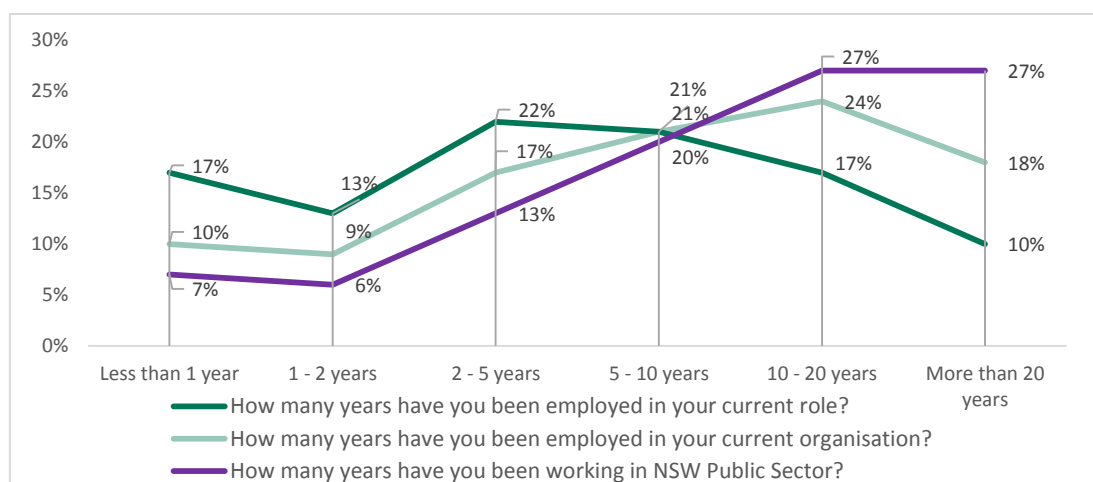
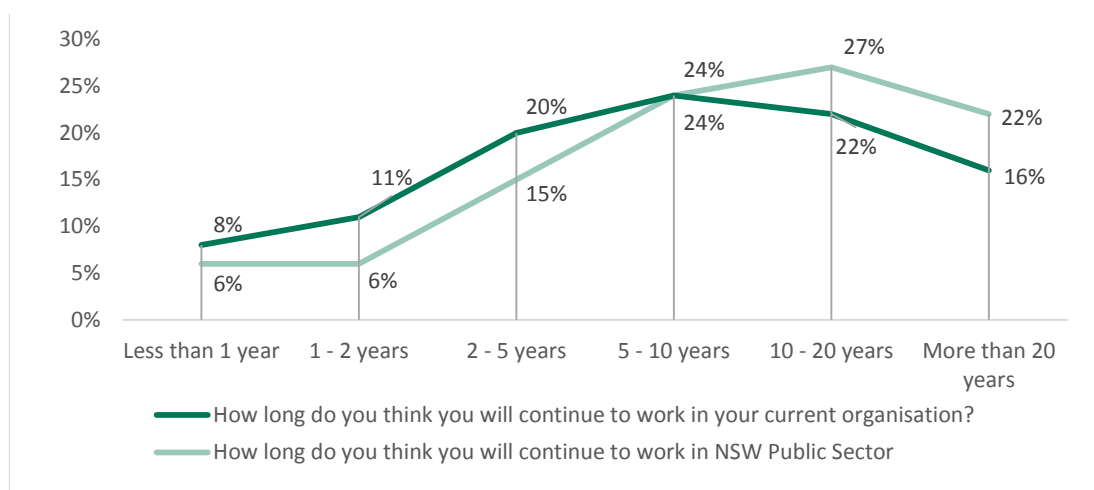
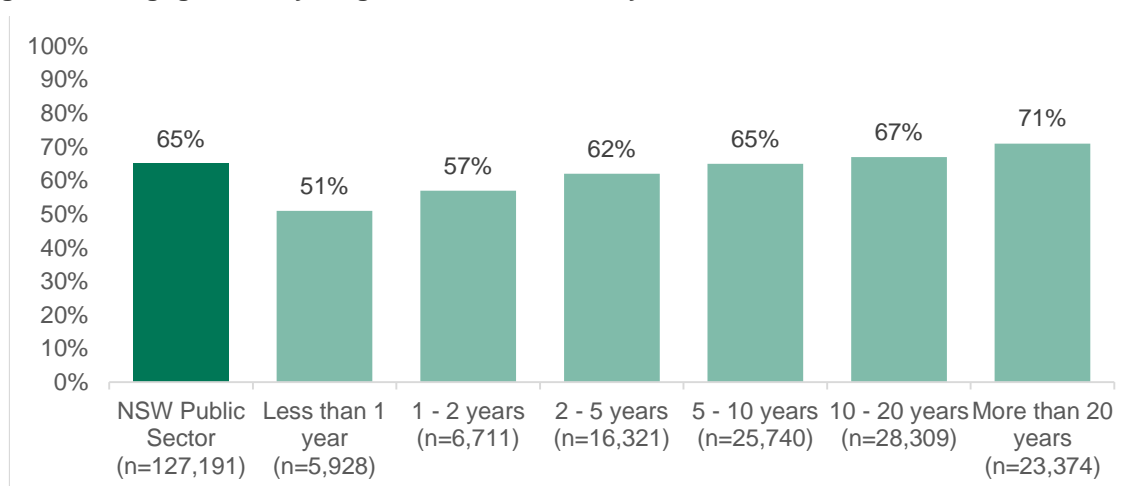


Figure 58: Intention to stay within current organisation and sector



Those who are intending to leave the sector in the next year had lower levels of engagement (51%) compared to those who intend to be in the sector for the next 20 years (71%). Their low level of agreement about recommending their organisation as a great place to work was stark with only 38% compared to the average of 60%.

Figure 59: Engagement by length of intention to stay in sector



The trends do not change significantly when cross referencing engagement scores by both intention to stay and age. However, one interesting observation in both younger employees (29 years old or younger) and also those aged 55 and older, is that their levels of engagement do not vary significantly from sector averages if they intend to leave in between 1-5 years.

For the older group, this demonstrates that approaching retirement is the primary reason for them expecting to leave the sector and not from being disengaged with their organisation. For younger employees, this reflects a pattern well observed whereby they do not necessarily need to expect to work for an organisation for a considerable amount of time in order to be engaged.

Figure 60: Engagement by length of intention to stay in sector and age

Age	< 1 year	1 – 2 years	2 – 5 years	5 – 10 years	10 – 20 years	> 20 years
15 -19	r	r	r	r	r	79%
20 - 24	60%	66%	71%	74%	76%	79%
25- 29	50%	57%	64%	69%	70%	74%
30 - 34	47%	54%	60%	65%	68%	72%
35 - 39	44%	50%	59%	62%	67%	71%
40 - 44	44%	51%	58%	62%	66%	70%
45 - 49	44%	50%	57%	63%	67%	69%
50 - 54	47%	51%	59%	65%	67%	67%
55 - 59	56%	61%	63%	66%	67%	65%
60 - 64	58%	63%	66%	68%	69%	60%
65+	62%	68%	70%	70%	68%	67%

Green / red percentages indicate that the score is 5% above / below the overall sector

Looking across clusters, Justice has the highest proportion of people planning to continue to work in the sector, with 28% saying they would continue for more than 20 years while 11% of those from Treasury think they will leave the sector within the next year.

Figure 61: Intention to stay in sector by cluster

Agency	< 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	> 20 years
Sector	6%	6%	15%	24%	27%	22%
Education	6%	7%	15%	22%	28%	23%
Family	7%	9%	15%	23%	27%	19%
Finance	7%	6%	15%	24%	25%	23%
Health	4%	5%	15%	26%	28%	22%
Industry	8%	7%	19%	28%	24%	14%
Justice	5%	4%	12%	21%	29%	28%
Planning	7%	7%	19%	26%	26%	16%
Premier	6%	11%	25%	29%	20%	10%
Transport	7%	7%	16%	25%	22%	22%
Treasury	11%	11%	23%	27%	17%	11%

Green / red percentages indicate that intention to stay is 5% above / below the overall sector

Some nuances in the type of work are evident with over half (54%) of people planning to continue to work in the sector being in service delivery roles. Those who are intending to leave in the next year were substantially less positive on the majority of themes apart from pay and benefits where they were just slightly lower than the average (56% compared to an average of 60%).

The top three factors that would motivate employees to stay in the public sector are better pay, improved career opportunities and improved learning and development opportunities (see following figure). Improved career opportunities is a motivator in all clusters except Education where better work/life balance and greater recognition are rated more highly. These findings should be cross referenced with

the key drivers of engagement for each cluster (see Figure 9, Section 2), when considering local level action from the results of this survey.

Figure 62: Motivation to stay in sector by cluster

Agency	Motivator 1	Motivator 2	Motivator 3
Sector	Better pay/benefits	Improved career opportunities	Improved learning and development opportunities
Education	Better pay/benefits	Better work/life balance	Greater recognition for the work I do
Family	Improved career opportunities	Better job security	Improved learning and development opportunities
Finance	Improved career opportunities	More interesting and challenging work	Better pay/benefits
Health	Better pay/benefits	Improved learning and development opportunities	Improved career opportunities
Industry	Better job security	Improved career opportunities	More interesting and challenging work
Justice	Better pay/benefits	Improved career opportunities	Improved learning and development opportunities
Planning	Better job security	Improved career opportunities	More interesting and challenging work
Premier	Improved career opportunities	More interesting and challenging work	Better pay and benefits
Transport	Improved career opportunities	Better pay/benefits	More interesting and challenging work
Treasury	More interesting and challenging work	Improved career opportunities	Better pay and benefits

Appendix A: Methodology

Analysis

The majority of the questions in People Matter were asked on a 5-point Likert answer scale of *strongly agree to strongly disagree*, with a neutral *neither agree nor disagree* option.

The analysis in this report has been conducted primarily at the whole-of-sector level. Most results are expressed as percentages and the percent positive score has been used to indicate the level of agreement at an item level. Percent positive is the number of respondents who selected a rating point of *agree* or *strongly agree* divided by the total number of respondents who answered the question. While smaller differences in scores may be statistically significant, only differences between groups where there were at least 1,000 people in each group, and where the results differed by five percent or more have been highlighted.

Trend data

The 5-point answer scale differs from previous surveys where a 4-point agreement scale and a 'don't know' option were used. Therefore, trend comparisons with previous People Matter surveys in 2014 and 2012 are not examined in great detail in this report.

In some cases, the differences between positive and negative scores for the 2016 and 2014 surveys have been analysed to see if the movement from the agreement and disagreement scales into the neutral option can provide an indication about whether an area is perceived better or worse than in previous years, or whether the change is related more to the introduction of the neutral scale (e.g. Section 3).

How the Key Drivers and Influencers are derived

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of 30 responses from a team to perform correlational analysis to determine the top influences of engagement, leadership and other key question groups.

Where there are 150 responses or more, statistical techniques applied include Factor Analysis which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement.

Rounding

Results are primarily 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%.

Calculating the Employee Engagement Index

The method used to calculate the Employee Engagement Index is to first remove any respondent who did not answer all five questions in the index and then assign a score to their response:

100 to Strongly agree
75 to Agree
50 to Neither agree nor disagree
25 to Disagree
0 to Strongly disagree

This score is then divided by the number of respondents to create a single % average figure which is then rounded for reporting purposes

Scoring of other question groups or themes

When question groups are referred to as a single aggregate score, for example Communication or the Public Sector Values, these have been calculated by multiplying the unrounded positive scores of all items in that question group and then dividing by the number of questions to create a simple % positive average figure which is then rounded for reporting purposes.

Confidentiality

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 workgroups that can be reported (10 or more respondents). Where people work in small teams, the results are not released separately but are rolled up and contribute to higher levels.

For example, results for a small team of 9 people will be rolled up into scores for their higher level business unit of 30 people; if they aren't connected to a larger business unit, the results will be rolled up into scores for the organisation. Where there are only two business units at the same level, one with 7 respondents and the other with 12 respondents, results for both units will be rolled up to a higher level so the privacy of those in the small unit is protected.

There are also limits on the size of responses from different demographic groups (e.g. women and men, age groups, type of work, salary). For agencies or business units with less than 50 respondents, demographic results will not be reported. For entities with more than 50 respondents, demographic responses will be reported providing there are 30 or more employees in the demographic group. Where these minimum response rates are not met, an 'r' (for restricted data) is shown in reports.

Appendix B: Demographic profile of respondents

Profile	Total response count	Response option	Count	Percentage
<i>Gender</i>	109,930	Male	39,028	35.5%
		Female	69,881	63.6%
		Other	1,021	0.9%
<i>Age</i>	109,538	15 - 19	210	0.2%
		20 - 24	2,724	2.5%
		25 -29	8,191	7.5%
		30 - 34	11,060	10.1%
		35 - 39	12,763	11.7%
		40 - 44	15,391	14.1%
		45 - 49	16,493	15.1%
		50 - 54	16,808	15.3%
		55 - 59	15,548	14.2%
		60 - 64	7,767	7.1%
	65+	2,583	2.4%	
<i>Predicted retirement age</i>	110,649	Before 55	2,294	2.1%
		At 55	2,240	2.0%
		56 - 59	6,072	5.5%
		At 60	11,513	10.4%
		61 - 64	12,986	11.7%
		At 65	16,904	15.3%
		Beyond 65	32,462	29.3%
		Don't know	26,178	23.7%
<i>Speak a language other than English at home</i>	110,990	Yes	19,336	17.4%
		No	88,294	79.6%
		Prefer not to say	3,360	3.0%
<i>Aboriginal and/or Torres Strait Islander origin</i>	110,410	Yes	3,404	3.1%
		No	103,406	93.7%
		Prefer not to say	3,600	3.3%
<i>Disability</i>	110,785	Yes	3,729	3.4%
		No	102,908	92.9%
		Prefer not to say	4,148	3.7%
<i>Mental health condition</i>	110,684	Yes	7,429	6.7%
		No	98,936	89.4%
		Prefer not to say	4,319	3.9%
<i>LGBTI</i>	110,682	Yes	4,153	3.8%
		No	102,675	92.8%
		Prefer not to say	3,854	3.5%
<i>Previous full time member of the ADF or reservist</i>	110,542	Yes	2,176	2.0%
		No	106,282	96.1%
		Prefer not to say	2,084	1.9%

Profile	Total response count	Response option	Count	Percentage
<i>Type of work</i>	110,178	Service delivery involving direct contact with the general public	53,376	48.4%
		Other service delivery work (not involving contact with the public)	10,752	9.8%
		Administrative support	10,711	9.7%
		Corporate services	10,202	9.3%
		Policy	2,251	2.0%
		Research	1,449	1.3%
		Program and project management support	7,457	6.8%
		Legal	1,428	1.3%
		Other	12,552	11.4%
<i>Supervise the work of one or more employees</i>	110,363	Yes	39,673	35.9%
		No	70,690	64.1%
<i>Manage other managers</i>	110,074	Yes	10,619	9.6%
		No	99,455	90.4%
<i>Region</i>	103,010	Sydney East	40,186	39.0%
		Sydney West	22,218	21.6%
		Newcastle and Lake Macquarie	5,865	5.7%
		Hunter Valley excl. Newcastle	2,943	2.9%
		Mid North Coast	2,846	2.8%
		New England and North West	3,204	3.1%
		Far West and Orana	3,449	3.3%
		Coffs Harbour - Grafton	2,298	2.2%
		Richmond - Tweed	2,392	2.3%
		Illawarra	3,440	3.3%
		Southern Highlands and Shoalhaven	1,473	1.4%
		Capital Region	3,026	2.9%
		Riverina	2,993	2.9%
		Murray	1,599	1.6%
Central West	5,078	4.9%		
<i>Current employment status</i>	110,171	Senior Executive (ongoing/permanent or term)	5,731	5.2%
		Ongoing/Permanent (other than senior executive)	82,256	74.7%
		Temporary	8,366	7.6%
		Casual	3,640	3.3%
		Contract – Non Executive	5,899	5.4%
		Labour hire	1,981	1.8%
		Other (sessional/seasonal, trainee, apprentice etc.)	750	0.7%
		Don't know	1,548	1.4%
<i>Gross annual salary or total remuneration package</i>	109,949	Less than \$35,000	3,490	3.2%
		\$35,000 - \$44,999	4,287	3.9%
		\$45,000 - \$54,999	7,722	7.0%
		\$55,000 - \$64,999	10,952	10.0%
		\$65,000 - \$74,999	11,737	10.7%
		\$75,000 - \$84,999	12,198	11.1%

Profile	Total response count	Response option	Count	Percentage
		\$85,000 - \$94,999	14,671	13.3%
		\$95,000 - \$109,999	16,965	15.4%
		\$110,000 - \$139,999	12,577	11.4%
		\$140,000 - \$169,999	3,124	2.8%
		\$170,000 - \$229,999	2,414	2.2%
		\$230,000 or more	1,249	1.1%
		Prefer not to say	8,563	7.8%
<i>Highest level of formal education</i>	109,717	Doctorate Degree level	1,806	1.6%
		Master Degree level	17,647	16.1%
		Graduate Diploma or Graduate Certificate level	15,765	14.4%
		Bachelor Degree level	33,225	30.3%
		Advanced Diploma or Diploma level	13,847	12.6%
		Certificate level, including trade	14,230	13.0%
		HSC or equivalent	7,386	6.7%
		Less than year 12 or equivalent	5,811	5.3%
<i>Years employed in current role</i>	110,027	Less than 1 year	18,427	16.7%
		1 - 2 years	14,800	13.5%
		2 - 5 years	24,139	21.9%
		5 - 10 years	22,604	20.5%
		10 - 20 years	18,833	17.1%
		More than 20 years	11,224	10.2%
<i>Years employed in current organisation</i>	109,332	Less than 1 year	11,342	10.4%
		1 - 2 years	9,777	8.9%
		2 - 5 years	18,557	17.0%
		5 - 10 years	23,133	21.2%
		10 - 20 years	26,500	24.2%
		More than 20 years	20,023	18.3%
<i>Years working in NSW Public Sector</i>	109,232	Less than 1 year	7,217	6.6%
		1 - 2 years	6,816	6.2%
		2 - 5 years	14,547	13.3%
		5 - 10 years	21,836	20.0%
		10 - 20 years	29,066	26.6%
		More than 20 years	29,750	27.2%
<i>Employed prior to working in current organisation</i>	109,063	Private sector	47,667	43.7%
		Not for profit/community sector	5,778	5.3%
		Local government	3,257	3.0%
		Other NSW Public Sector agency	16,533	15.2%
		Other Public Sector employer (State other than NSW, Federal)	7,788	7.1%
		Self employed	3,937	3.6%
		NSW Public Sector is the first place of employment	8,632	7.9%
		Not employed	6,128	5.6%
		Other	9,343	8.6%

Appendix C: Question results

This section includes all questions with an agreement rating scale.

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
1. Your role							
1a	I understand what is expected of me to do well in my role	40%	50%	6%	4%	1%	90%
1b	I have the tools I need to do my job effectively	19%	51%	14%	13%	3%	70%
1c	I get the information I need to do my job well	16%	50%	18%	12%	3%	67%
1d	I feel I make a contribution to achieving the organisation's objectives	35%	51%	9%	4%	2%	86%
1e	I feel I am able to suggest ideas to improve our way of doing things	24%	45%	15%	11%	5%	69%
1f	I am provided with the support I need to optimise my contribution at work	17%	42%	20%	15%	6%	59%
1g	My job gives me a feeling of personal accomplishment	29%	47%	13%	7%	3%	76%
1h	I look for ways to perform my job more effectively	45%	49%	4%	1%	1%	95%
1i	I feel motivated to contribute more than what is normally required at work	34%	41%	14%	7%	3%	76%
1j	I am satisfied with my job at the present time	21%	42%	18%	13%	7%	63%
1k	I am able to keep my work stress at an acceptable level	14%	45%	19%	15%	7%	58%
1l	My workload is acceptable	12%	43%	19%	18%	9%	55%
2. Your work group							
2a	My workgroup strives to achieve customer/client satisfaction	36%	49%	10%	4%	1%	85%
2b	People in my workgroup use time and resources efficiently	21%	48%	18%	10%	3%	70%
2c	My team works collaboratively to achieve its objectives	28%	48%	14%	8%	3%	75%
2d	People in my workgroup have the appropriate skills to do the job well	25%	51%	14%	7%	2%	76%
2e	I receive help and support from other members of my workgroup	29%	51%	12%	5%	2%	80%
2f	There is good team spirit in my workgroup	28%	39%	16%	10%	6%	67%
2g	People in my workgroup are honest, open and transparent in their dealings	25%	42%	18%	10%	5%	67%
2h	People in my workgroup treat each other with respect	28%	44%	15%	8%	4%	72%
2i	People in my workgroup treat customers/clients with respect	36%	50%	10%	3%	1%	86%
3. Your performance and development							
3a	I have a current performance plan that sets out my individual objectives	18%	44%	17%	15%	6%	62%
3b	I have informal feedback conversations with my manager throughout the year	23%	47%	13%	11%	6%	70%
3c	I have scheduled feedback conversations with my manager throughout the year	19%	39%	18%	17%	8%	58%

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
3d	In the last 12 months I received useful feedback on my work to enable me to deliver required results	18%	41%	20%	14%	7%	59%
3e	My performance is assessed against clear criteria	15%	38%	25%	15%	8%	53%
3f	I feel I can have open, honest conversations with my manager about the quality of work required	28%	44%	13%	9%	7%	71%
3g	I am able to access the right learning and development opportunities as required	17%	43%	21%	12%	6%	60%
3h	I have received appropriate training and development to do my job well	17%	46%	21%	11%	5%	63%
3i	I have a strong desire to advance my career	34%	35%	22%	6%	3%	69%
3j	I am satisfied with the opportunities available for career development in my organisation	12%	33%	26%	18%	12%	45%
3k	I would like to work in another agency within the NSW Public Sector during my career	16%	25%	33%	16%	9%	41%
4. Pay							
4a	I am paid fairly for the work I do	14%	46%	17%	16%	7%	60%
4b	I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc.)	14%	47%	21%	13%	6%	60%
5. Your manager							
5a	My manager encourages people in my workgroup to improve the quality of what they do	24%	47%	16%	8%	4%	72%
5b	My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21%	43%	21%	10%	5%	64%
5c	My manager assigns work to people in my workgroup based on their skills and expertise	20%	44%	20%	10%	6%	65%
5d	My manager listens to what I have to say	29%	44%	14%	7%	6%	73%
5e	My manager communicates effectively with me	27%	42%	15%	9%	7%	69%
5f	My manager encourages and values employee input	28%	41%	16%	8%	7%	69%
5g	My manager involves my workgroup in decisions about our work	23%	41%	18%	10%	7%	64%
5h	My manager takes into account the differing needs and circumstances of employees when making decisions	24%	42%	19%	9%	7%	65%
5i	My manager would take appropriate action if decision-making processes were found to be biased	25%	40%	20%	8%	7%	64%
5j	I have confidence in the decisions my line manager makes	24%	43%	19%	9%	6%	67%
5k	My manager treats employees with dignity and respect	32%	43%	13%	6%	5%	76%
5l	My manager talks to me about how the values apply to my work	21%	38%	24%	12%	6%	58%
5m	My manager provides acknowledgement or other recognition for the work I do	26%	42%	16%	9%	7%	67%
5n	My manager appropriately deals with employees who perform poorly	14%	30%	32%	14%	10%	44%
5o	My manager ensures fair access to developmental opportunities for people in my workgroup	20%	42%	23%	9%	7%	62%
5p	My manager would help me to broaden my experience by supporting my movement to another role	22%	38%	26%	7%	6%	60%

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
5q	My manager would help me to broaden my experience by supporting my movement to another organisation	19%	34%	34%	7%	6%	53%
6. Your senior manager							
6a	I believe senior managers provide clear direction for the future of the organisation	12%	35%	26%	16%	11%	47%
6b	I feel that senior leaders effectively lead and manage change	12%	32%	27%	17%	13%	43%
6c	I feel that senior managers model the values of my organisation	13%	35%	28%	13%	12%	48%
6d	Senior managers encourage innovation by employees	12%	37%	29%	14%	9%	49%
6e	Senior managers promote collaboration between my organisation and others we work with	13%	40%	29%	11%	8%	52%
6f	Senior managers communicate the importance of customers in achieving our business objectives	16%	44%	25%	9%	7%	60%
6g	I feel that senior managers keep employees informed about what's going on	11%	33%	26%	17%	13%	44%
6h	I feel that senior managers listen to employees	10%	29%	29%	18%	15%	39%
6i	Senior managers in my organisation genuinely support the career advancement of women	19%	36%	33%	6%	7%	54%
7. Your organisation							
7a	My organisation provides high quality services	26%	54%	14%	5%	2%	80%
7b	My organisation strives to match services to customer/client needs	27%	54%	13%	5%	2%	80%
7c	My organisation strives to earn and sustain a high level of public trust	31%	52%	12%	3%	2%	83%
7d	My organisation focuses on improving the work we do	26%	50%	16%	6%	3%	76%
7e	My organisation is making the necessary improvements to meet our future challenges	20%	42%	23%	11%	5%	62%
7f	I feel that change is handled well in my organisation	10%	30%	27%	21%	12%	41%
7g	There is good co-operation between teams across our organisation	11%	37%	26%	18%	8%	48%
7h	People in my organisation take responsibility for their own actions	10%	38%	29%	16%	8%	48%
7i	My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15%	48%	24%	8%	5%	63%
7j	My organisation is committed to developing its employees	13%	40%	27%	12%	7%	53%
7k	My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	13%	42%	22%	14%	8%	56%
7l	My organisation's processes for recruiting employees are efficient	7%	26%	28%	23%	16%	33%
7m	Recruitment and promotion decisions in this organisation are generally fair	8%	34%	31%	16%	12%	41%
7n	My organisation generally selects capable people to do the job	9%	43%	26%	14%	9%	51%
7o	I would recommend my organisation as a great place to work	18%	42%	25%	9%	6%	60%
7p	I am proud to tell others I work for my organisation	24%	44%	21%	6%	4%	68%

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Agreement
7q	I feel a strong personal attachment to my organisation	24%	40%	23%	8%	5%	64%
7r	My organisation motivates me to help it achieve its objectives	17%	38%	28%	11%	6%	55%
7s	My organisation inspires me to do the best in my job	18%	37%	28%	11%	6%	55%
8. Diversity and inclusion							
8a	My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	23%	52%	17%	5%	3%	75%
8b	Cultural background is not a barrier to success in my organisation	26%	52%	16%	4%	2%	77%
8c	Age is not a barrier to success in my organisation	22%	48%	18%	8%	4%	71%
8d	Disability is not a barrier to success in my organisation	21%	46%	26%	5%	2%	67%
8e	Sexual orientation is not a barrier to success in my organisation	25%	51%	21%	2%	2%	76%
8f	Gender is not a barrier to success in my organisation	24%	49%	18%	5%	3%	74%
8g	People in my workgroup share diverse ideas to develop innovative solutions	18%	49%	23%	7%	3%	67%
8h	I am able to speak up and share a different view to my colleagues and manager	20%	50%	16%	9%	6%	69%
8i	Diversity and inclusion in the workplace can contribute to better business outcomes	34%	51%	12%	1%	2%	85%
8j	How satisfied are you with your ability to access and use flexible working arrangements?	20%	38%	22%	12%	8%	58%
9. Workplace conduct							
9b	I have confidence in the ways my organisation resolves grievances	10%	33%	32%	15%	10%	43%
9c	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	13%	36%	28%	13%	9%	49%
15. Action about survey results							
15	I believe action will be taken on the results from this survey by my organisation	6%	26%	37%	19%	12%	32%

Appendix D: People Matter 2016 - NSW Public Sector Employee Survey

How strongly do you agree or disagree with the following statements? (please select one option only for each question)		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1. Your Role						
1a	I understand what is expected of me to do well in my role	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1b	I have the tools I need to do my job effectively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1c	I get the information I need to do my job well	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1d	I feel I make a contribution to achieving the organisation's objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1e	I feel I am able to suggest ideas to improve our way of doing things	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1f	I am provided with the support I need to optimise my contribution at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1g	My job gives me a feeling of personal accomplishment	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1h	I look for ways to perform my job more effectively	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1i	I feel motivated to contribute more than what is normally required at work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1j	I am satisfied with my job at the present time	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1k	I am able to keep my work stress at an acceptable level	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1l	My workload is acceptable	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2. Your Workgroup						
By 'workgroup' we mean your immediate team.						
By 'customer/client' we mean the group of people you provide a service to. This may be the general community if you are in a public facing role, or a specific part of the community, for example students at a school or patients at a hospital. It might be an internal customer in your organisation that you provide information or services to.						
2a	My workgroup strives to achieve customer/client satisfaction	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2b	People in my workgroup use time and resources efficiently	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2c	My team works collaboratively to achieve its objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2d	People in my workgroup have the appropriate skills to do the job well	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2e	I receive help and support from other members of my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2f	There is good team spirit in my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2g	People in my workgroup are honest, open and transparent in their dealings	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2h	People in my workgroup treat each other with respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2i	People in my workgroup treat customers/clients with respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3. Your Performance and Development						
3a	I have a current performance plan that sets out my individual objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

How strongly do you agree or disagree with the following statements? (please select one option only for each question)		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3b	I have informal feedback conversations with my manager throughout the year	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3c	I have scheduled feedback conversations with my manager throughout the year	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3d	In the last 12 months I received useful feedback on my work to enable me to deliver required results	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3e	My performance is assessed against clear criteria	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3f	I feel I can have open, honest conversations with my manager about the quality of work required	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3g	I am able to access the right learning and development opportunities as required	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3h	I have received appropriate training and development to do my job well	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3i	I have a strong desire to advance my career	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3j	I am satisfied with the opportunities available for career development in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3k	I would like to work in another agency within the NSW Public Sector during my career	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

4. Pay

4a	I am paid fairly for the work I do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4b	I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc.)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

5. Your Manager

By **'Manager'** we mean the person in your immediate team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor with whom you work most frequently.

5a	My manager encourages people in my workgroup to improve the quality of what they do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5b	My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5c	My manager assigns work to people in my workgroup based on their skills and expertise	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5d	My manager listens to what I have to say	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5e	My manager communicates effectively with me	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5f	My manager encourages and values employee input	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5g	My manager involves my workgroup in decisions about our work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5h	My manager takes into account the differing needs and circumstances of employees when making decisions	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5i	My manager would take appropriate action if decision-making processes were found to be biased	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5j	I have confidence in the decisions my line manager makes	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

How strongly do you agree or disagree with the following statements? (please select one option only for each question)		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5k	My manager treats employees with dignity and respect	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5l	My manager talks to me about how the values apply to my work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5m	My manager provides acknowledgement or other recognition for the work I do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5n	My manager appropriately deals with employees who perform poorly	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5o	My manager ensures fair access to developmental opportunities for people in my workgroup	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5p	My manager would help me to broaden my experience by supporting my movement to another role	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
5q	My manager would help me to broaden my experience by supporting my movement to another organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

6. Your Senior Manager

By **'Senior Manager'** we mean the most senior group of managers in your organisation (i.e. the CEO and the people who report directly to them. They may be members of the executive team e.g. department secretary, chief executive, deputy, executive director or director).

6a	I believe senior managers provide clear direction for the future of the organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6b	I feel that senior leaders effectively lead and manage change	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6c	I feel that senior managers model the values of my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

By **'Innovation'** we mean a person or organisation committed to continuous improvement by creating new and better products, processes, services, technologies or ideas.

6d	Senior managers encourage innovation by employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6e	Senior managers promote collaboration between my organisation and others we work with	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6f	Senior managers communicate the importance of customers in achieving our business objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6g	I feel that senior managers keep employees informed about what's going on	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6h	I feel that senior managers listen to employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
6i	Senior managers in my organisation genuinely support the career advancement of women	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

7. Your Organisation

7a	My organisation provides high quality services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7b	My organisation strives to match services to customer/client needs	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7c	My organisation strives to earn and sustain a high level of public trust	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7d	My organisation focuses on improving the work we do	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7e	My organisation is making the necessary improvements to meet our future challenges	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7f	I feel that change is handled well in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

How strongly do you agree or disagree with the following statements? (please select one option only for each question)		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
7g	There is good co-operation between teams across our organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7h	People in my organisation take responsibility for their own actions	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7i	My organisation provides procedures and systems that ensure employees avoid conflicts of interest	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7j	My organisation is committed to developing its employees	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7k	My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7l	My organisation's processes for recruiting employees are efficient	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7m	Recruitment and promotion decisions in this organisation are generally fair	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7n	My organisation generally selects capable people to do the job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7o	I would recommend my organisation as a great place to work	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7p	I am proud to tell others I work for my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7q	I feel a strong personal attachment to my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7r	My organisation motivates me to help it achieve its objectives	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
7s	My organisation inspires me to do the best in my job	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

8. Diversity and Inclusion

8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8b	Cultural background is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8c	Age is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8d	Disability is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8e	Sexual orientation is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8f	Gender is not a barrier to success in my organisation	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8g	People in my workgroup share diverse ideas to develop innovative solutions	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8h	I am able to speak up and share a different view to my colleagues and manager	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
8i	Diversity and inclusion in the workplace can contribute to better business outcomes	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

'Flexible working arrangements' allow employees to change their working arrangements in a way that suits them and the business. This may include flexible hours of work, patterns of work, locations of work, or other arrangements. Q17j has specific examples.

(please select one option only for each question)		Very satisfied	Satisfied	Neither satisfied or unsatisfied	Unsatisfied	Very unsatisfied
8j	How satisfied are you with your ability to access and use flexible working arrangements?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

9. Workplace Conduct

Select either 'Yes', 'No' or 'Don't Know' to following statement
(please select **one** option only)

Yes No Don't Know

9a In the last 12 months I have read or referred to my organisation's code of conduct ₁ ₂ ₃

How strongly do you agree or disagree with the following statements?
(please select **one** option only for each question)

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

By '**grievance**' we mean any type of problem, concern, dispute or complaint related to work or the work environment which cannot be resolved through normal staff/management communication.

9b I have confidence in the ways my organisation resolves grievances ₁ ₂ ₃ ₄ ₅

9c I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing ₁ ₂ ₃ ₄ ₅

10. Unacceptable Conduct

Select either 'Yes', 'No' or 'Don't Know' to following statements
(please select **one** option only for each question)

Yes No Don't Know

'**Misconduct/wrongdoing**' is behaviour that is unethical or illegal, that breaches your organisation's code of conduct, or that compromises your duties.

10a In the last 12 months I have witnessed misconduct/wrongdoing at work.
(If no, please skip to Section 13. Motivation to Stay) ₁ ₂ ₃

10b If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months? ₁ ₂ ₃

WORKPLACE BULLYING is **repeated and unreasonable behaviour** directed towards a worker or a group of workers that **creates a risk to health and safety**. Bullying can be: intentional or unintentional; overt or covert; active or passive. Bullying behaviours include actions such as shouting and non-action such as not passing on information necessary to doing a job. Bullying should not be confused with legitimate feedback (including negative comments) given to staff on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.

10c In the last 12 months I have witnessed bullying at work ₁ ₂ ₃

10d In the last 12 months I have been subjected to bullying at work
(If no, please skip to Section 13. Motivation to Stay) ₁ ₂ ₃

You may have been the subject of bullying from more than one person. However for the following questions please answer only about one person who was the source of the **most serious** bullying.

10e 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. (Please select one option only)

A senior manager ₁ Your Immediate Manager/Supervisor ₂ A fellow worker at your level ₃ A subordinate ₄
A client or customer ₅ A member of the public other than a client or customer ₆ Other ₇ Prefer not to say ₈

Please provide the frequency per behaviour **in the last 12 months**
(please select **one** option only for **all** of the following behaviours)

Never

Once

Twice

3-5 times

More than 5 times

11 Over the last 12 months, how frequently did this person engage in the following **repeated and unreasonable** behaviours:

11a Mistreated one or more of your co-workers ₁ ₂ ₃ ₄ ₅

11b Withheld information from you that is vital for effective work performance ₁ ₂ ₃ ₄ ₅

11c Gave you unjustified criticisms or complaints ₁ ₂ ₃ ₄ ₅

Please provide the frequency per behaviour **in the last 12 months**
 (please select **one** option only for **all** of the following behaviours)

	Never	Once	Twice	3-5 times	More than 5 times
11d Deliberately excluded you from workplace activities or opportunities	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11e Spread misinformation or malicious rumours about you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11f Directed abusive, insulting or offensive language at you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11g Shouted or expressed anger towards you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11h Sent offensive phone, text, email, written, online messages to you or to others about you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11i Threatened you with job loss or restricted job opportunities	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11j Repeatedly hassled you or gave you unwanted attention	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11k Other	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

The following behaviours are criminal acts and/or harrasment

11l Threatened you with physical harm	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11m Physically harmed you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
11n Sexually harassed or abused you	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Select either 'Yes' or 'No' to following statements
 (please select **one** option only for each question)

	Yes	No	The complaint is still being processed
12a Have you submitted a formal complaint regarding the incident/s you were subjected to in the last 12 months? (If no, please skip to 13. Motivation to Stay)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
12b If yes to Q12a, was your complaint resolved to your satisfaction?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃
12c Did the bullying you experienced cause you to take sick leave?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	
12d Did the bullying you experienced cause you to make a workers' compensation claim?	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	

13. Motivation to Stay

13 What factors would motivate you to stay in the NSW public sector (select all that apply):

More interesting and challenging work	<input type="checkbox"/> ₁	Better skills in my workgroup	<input type="checkbox"/> ₂	Improved career opportunities	<input type="checkbox"/> ₃
Improved learning and development opportunities	<input type="checkbox"/> ₄	Greater involvement in decision making	<input type="checkbox"/> ₅	Better pay and benefits	<input type="checkbox"/> ₆
Greater recognition for the work I do	<input type="checkbox"/> ₇	Better leadership from senior managers	<input type="checkbox"/> ₈	Better leadership from my manager	<input type="checkbox"/> ₉
Better accountability for performance	<input type="checkbox"/> ₁₀	A better location	<input type="checkbox"/> ₁₁	More flexible working conditions	<input type="checkbox"/> ₁₂
Better work/life balance	<input type="checkbox"/> ₁₃	Improved facilities	<input type="checkbox"/> ₁₄	Improved technology and systems	<input type="checkbox"/> ₁₅
Better job security	<input type="checkbox"/> ₁₆				

16i	Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?	Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂	Prefer not to say	<input type="checkbox"/> ₃		
16j	Have you ever been a serving full time member of the Australian Defence Force, or a reservist on fulltime continuous service? (If yes, go to Q16k)	Yes	<input type="checkbox"/> ₁	No (Go to Q16l)	<input type="checkbox"/> ₂	Prefer not to say (Go to Q16l)	<input type="checkbox"/> ₃		
16k	If yes, have you been working in the NSW public sector for less than 12 months?	Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂	Prefer not to say	<input type="checkbox"/> ₃		
16l	Do you provide care for others outside of work?	Yes	<input type="checkbox"/> ₁	No (Go to Q17a)	<input type="checkbox"/> ₂	Prefer not to say (Go to Q17a)	<input type="checkbox"/> ₃		
16m	If yes, are you the principal carer? (A principal carer refers to the main person who is responsible for providing care, such as child rearing or caring for a family member with a disability, a chronic health condition, a mental illness or who is frail aged)	Yes	<input type="checkbox"/> ₁	No (Go to Q17a)	<input type="checkbox"/> ₂	Prefer not to say (Go to Q17a)	<input type="checkbox"/> ₃		
16n	If yes, are you the principal carer for a child?	Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂	I share caring	<input type="checkbox"/> ₃	Prefer not to say	<input type="checkbox"/> ₄
16o	Are you the principal carer for someone who needs support due to disability, chronic illness, mental illness, dementia or frail age?	Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂	I share caring	<input type="checkbox"/> ₃	Prefer not to say	<input type="checkbox"/> ₄

17. Demographics – About Your Job

17a Which one of the following best describes the type of work you do? (select only one option)
(If you supervise or manage employees, please indicate the type of work done by people within the area you manage)

Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) (If selected, go to Q17b)	<input type="checkbox"/> ₁	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) (If selected, go to Q17c)	<input type="checkbox"/> ₂	Administrative support (e.g. executive/personal assistant, receptionist) (If selected, go to Q17c)	<input type="checkbox"/> ₃
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) (If selected, go to Q17c)	<input type="checkbox"/> ₄	Policy (If selected, go to Q17c)	<input type="checkbox"/> ₅	Research (If selected, go to Q17c)	<input type="checkbox"/> ₆
Program and project management support (If selected, go to Q17c)	<input type="checkbox"/> ₇	Legal (including developing and/or reviewing legislation) (If selected, go to Q17c)	<input type="checkbox"/> ₈	Other (If selected, go to Q17c)	<input type="checkbox"/> ₉

17b If you answered 'Service delivery' to the previous question, how do you deliver service?

Service delivery to clients over the counter	<input type="checkbox"/> ₁	Service delivery to clients over the telephone	<input type="checkbox"/> ₂	Service delivery to clients in non-office workplaces (e.g. hospital, classroom, laboratory, transport, homes, out of doors)	<input type="checkbox"/> ₃
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17c Do you directly supervise the work of one or more employees?

Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂
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17d Do you manage other managers?

Yes	<input type="checkbox"/> ₁	No	<input type="checkbox"/> ₂
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17e What is the postcode of your current workplace?
(If you work in more than one location, select the primary or base location)

17f What is your current employment status? (select only one option)

Senior Executive (ongoing/permanent or term)	<input type="checkbox"/> ₁	Ongoing/Permanent (other than senior executive)	<input type="checkbox"/> ₂	Temporary (including temporary teachers and graduates)	<input type="checkbox"/> ₃	Casual	<input type="checkbox"/> ₄
Contract – Non Executive (staff employed directly by the organisation on the basis of individual contracts)	<input type="checkbox"/> ₅	Labour hire (staff employed via recruitment agencies generally for a limited term)	<input type="checkbox"/> ₆	Other (sessional/seasonal, trainee, apprentice, retained staff etc.)	<input type="checkbox"/> ₇	Don't know	<input type="checkbox"/> ₈

17g What is your gross annual salary (non-executive) or total annual remuneration package (executive)?
Convert to full-time equivalent if you work part-time.

Less than \$35,000	<input type="checkbox"/> 1	\$35,000 - \$44,999	<input type="checkbox"/> 2	\$45,000 - \$54,999	<input type="checkbox"/> 3	\$55,000 - \$64,999	<input type="checkbox"/> 4	\$65,000 - \$74,999	<input type="checkbox"/> 5
\$75,000 - \$84,999	<input type="checkbox"/> 6	\$85,000 - \$94,999	<input type="checkbox"/> 7	\$95,000 - \$109,999	<input type="checkbox"/> 8	\$110,000 - \$139,999	<input type="checkbox"/> 9	\$140,000 - \$169,999	<input type="checkbox"/> 10
\$170,000 - \$229,999	<input type="checkbox"/> 11	\$230,000 or more	<input type="checkbox"/> 12	Prefer not to say	<input type="checkbox"/> 13				

17h What is the highest level of formal education you have completed?

Doctorate Degree level	<input type="checkbox"/> 1	Master Degree level	<input type="checkbox"/> 2	Graduate Diploma or Graduate Certificate level	<input type="checkbox"/> 3	Bachelor Degree level	<input type="checkbox"/> 4
Advanced Diploma or Diploma level	<input type="checkbox"/> 5	Certificate level, including trade	<input type="checkbox"/> 6	HSC or equivalent	<input type="checkbox"/> 7	Less than year 12 or equivalent	<input type="checkbox"/> 8

17i Do you work full-time or part time? (Full-time refers to employees usually working 35 hours or more per week)

Full time 1 Part time 2

17j Do you use any of the following flexible work arrangements (select all that apply):

Flexible start and finish times	<input type="checkbox"/> 1	Working more hours over fewer days	<input type="checkbox"/> 2	Working additional hours to make up for time off	<input type="checkbox"/> 3
Flexible scheduling for rostered workers	<input type="checkbox"/> 3	Part-time work	<input type="checkbox"/> 4	Job sharing	<input type="checkbox"/> 5
Working from different locations	<input type="checkbox"/> 6	Working from home	<input type="checkbox"/> 7	Breaks from work including paid parental and carer's leave	<input type="checkbox"/> 8
Purchasing annual leave	<input type="checkbox"/> 9	Leave without pay	<input type="checkbox"/> 10	Study leave	<input type="checkbox"/> 12

(Please select **one** option only for the following statements)

	Less than 1 year	1 – 2 years	2 – 5 years	5 – 10 years	More than 20 years
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17k How many years have you been employed in your current role?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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17l How many years have you been employed in your current organisation?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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17m How many years have you been working in NSW Public Sector?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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17n How long do you think you will continue to work in your current organisation?

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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17o How long do you think you will continue to work in NSW Public Sector (including other agencies beyond the organisation you currently work for)

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
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17p Where were you employed prior to working in your current organisation? (Select only one option)

Private sector	<input type="checkbox"/> 1	Not for profit/community sector	<input type="checkbox"/> 2	Local government	<input type="checkbox"/> 3	Other NSW Public Sector agency	<input type="checkbox"/> 4	Other Public Sector employer (State other than NSW, Federal)	<input type="checkbox"/> 5
Self employed	<input type="checkbox"/> 6	NSW Public Sector is the first place of employment	<input type="checkbox"/> 7	Not employed	<input type="checkbox"/> 8	Other	<input type="checkbox"/> 9		