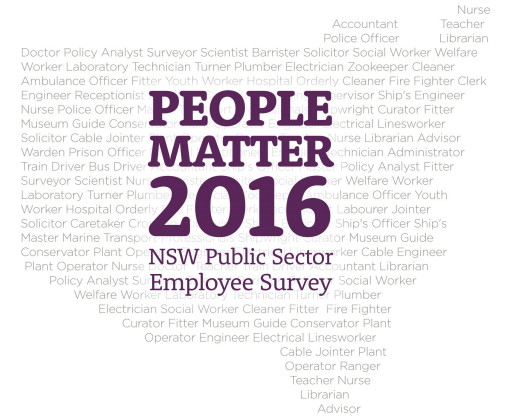


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Finance

Department of Finance, Services and Innovation

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RESPONSE RATE

75%

**4,667 RESPONSES
OUT OF 6,257 EMPLOYEES**

ENGAGEMENT INDEX

62%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **66%**



ENGAGEMENT

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

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	91%
2i. People in my workgroup treat customers/clients with respect	87%
2a. My workgroup strives to achieve customer/client satisfaction	85%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	85%
1a. I understand what is expected of me to do well in my role	85%
7c. My organisation strives to earn and sustain a high level of public trust	83%
1d. I feel I make a contribution to achieving the organisation's objectives	82%
7a. My organisation provides high quality services	82%
2e. I receive help and support from other members of my workgroup	82%
7b. My organisation strives to match services to customer/client needs	81%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15. I believe action will be taken on the results from this survey by my organisation	35%
7f. I feel that change is handled well in my organisation	37%
7l. My organisation's processes for recruiting employees are efficient	37%
3j. I am satisfied with the opportunities available for career development in my organisation	38%
6h. I feel that senior managers listen to employees	39%
6b. I feel that senior leaders effectively lead and manage change	40%
9b. I have confidence in the ways my organisation resolves grievances	42%
7m. Recruitment and promotion decisions in this organisation are generally fair	42%
5n. My manager appropriately deals with employees who perform poorly	43%
6a. I believe senior managers provide clear direction for the future of the organisation	44%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Department of Finance, Services and Innovation, using the same key question groups.

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

	Department of Finance, Services and Innovation	Office of the Secretary	Workcover Independent Review Officer	Workers Compensation Commission	Government and Corporate Services	Land & Property Information	NSW Fair Trading	NSW Public Works	Office of State Revenue	Property and Housing Group	Services and Digital Innovation	Better Regulation
NUMBER OF RESPONDENTS	4667	29	23	15	580	400	564	355	1263	312	217	805
ENGAGEMENT	62%	71%	68%	53%	55%	57%	66%	56%	63%	69%	62%	63%
SENIOR MANAGERS	46%	75%	56%	28%	40%	30%	55%	30%	51%	55%	52%	45%
COMMUNICATION	60%	79%	61%	48%	57%	51%	63%	50%	63%	71%	66%	60%
HIGH PERFORMANCE	67%	82%	70%	48%	61%	60%	71%	60%	70%	75%	69%	66%
PUBLIC SECTOR VALUES	67%	83%	65%	53%	61%	59%	72%	62%	70%	75%	71%	66%
DIVERSITY & INCLUSION	69%	81%	67%	56%	66%	63%	72%	64%	71%	78%	74%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL SURVEY RESULTS

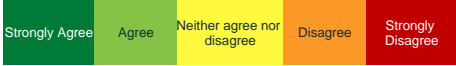
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	62% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q7o. I would recommend my organisation as a great place to work		57%	63%	60%
Q7p. I am proud to tell others I work for my organisation		61%	67%	68%
Q7q. I feel a strong personal attachment to my organisation		56%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives		52%	59%	55%
Q7s. My organisation inspires me to do the best in my job		51%	59%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

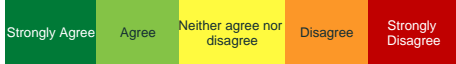
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Some key comparisons are provided.

ENGAGEMENT WITH WORK	71% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		68%	72%	76%
Q1h. I look for ways to perform my job more effectively		91%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		69%	73%	76%
Q1j. I am satisfied with my job at the present time		57%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

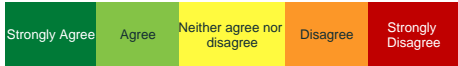
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Some key comparisons are provided.

SENIOR MANAGERS	46% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		44%	52%	47%
Q6b. I feel that senior leaders effectively lead and manage change		40%	49%	43%
Q6c. I feel that senior managers model the values of my organisation		44%	53%	48%
Q6d. Senior managers encourage innovation by employees		49%	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		51%	57%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		63%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		45%	52%	44%
Q6h. I feel that senior managers listen to employees		39%	46%	39%
Q7f. I feel that change is handled well in my organisation		37%	47%	41%

KEY





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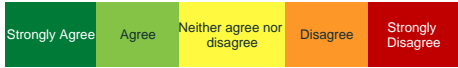
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Some key comparisons are provided.

COMMUNICATION	60% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q5e. My manager communicates effectively with me		71%	73%	69%
Q5f. My manager encourages and values employee input		72%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		64%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		45%	52%	44%
Q6h. I feel that senior managers listen to employees		39%	46%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		72%	74%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

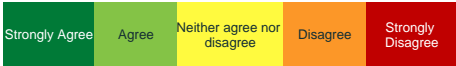
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1a. I understand what is expected of me to do well in my role	33	52	8		85%	87%	90%	
Q1b. I have the tools I need to do my job effectively	19	50	14	13	69%	71%	70%	
Q1c. I get the information I need to do my job well	16	49	18	13	65%	67%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	50	11		82%	85%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	46	14	10	69%	73%	69%	
Q2b. People in my workgroup use time and resources efficiently	21	49	16	10	70%	73%	70%	
Q2c. My team works collaboratively to achieve its objectives	27	49	12	8	77%	79%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	24	51	14	7	76%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	15	43	24	11	58%	59%	63%	

KEY





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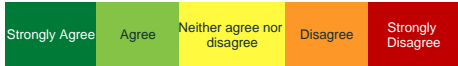
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	48	17	8	3	72%	75%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	43	24	10	5	61%	66%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20	47	19	8	6	67%	69%	65%	
Q5j. I have confidence in the decisions my line manager makes	24	45	18	8	5	69%	72%	67%	
Q6d. Senior managers encourage innovation by employees	11	38	29	13	10	49%	57%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	39	29	11	9	51%	57%	52%	
Q7d. My organisation focuses on improving the work we do	25	51	15	5	2	76%	80%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	19	42	22	10	7	62%	68%	62%	
Q7g. There is good co-operation between teams across our organisation	10	37	25	19	9	47%	54%	48%	

KEY





EXPLORE THE FULL SURVEY RESULTS

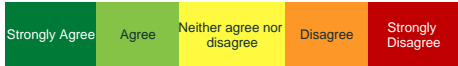
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Some key comparisons are provided.

	67% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	42	26	13	10	51%	56%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	49	22	7		66%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	34	52	12			85%	88%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

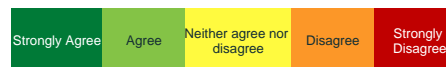
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction	35	50	9	85%	88%	85%	
Q2b. People in my workgroup use time and resources efficiently	21	49	16	10	70%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	27	44	16	7	71%	74%	67%
Q2h. People in my workgroup treat each other with respect	30	46	13		76%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect	35	52	9		87%	89%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	48	17		72%	75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	43	24	10	61%	66%	64%
Q5d. My manager listens to what I have to say	28	47	12		76%	77%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	42	20	7	66%	69%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

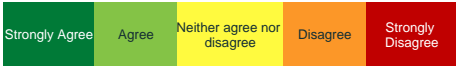
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	32	46	12	7	3	78%	80%	76%
Q5l. My manager talks to me about how the values apply to my work	20	38	24	11	7	58%	63%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	33	24	17	15	44%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	11	33	29	13	14	44%	53%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	48	22	7	7	63%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	35	23	16	16	45%	52%	44%
Q6h. I feel that senior managers listen to employees	9	30	29	18	15	39%	46%	39%
Q7a. My organisation provides high quality services	26	56	12	3	3	82%	85%	80%
Q7b. My organisation strives to match services to customer/client needs	26	55	12	3	3	81%	85%	80%

KEY





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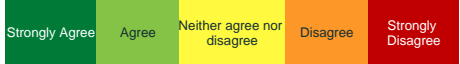
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	29	54	11			83%	86%	83%
Q7d. My organisation focuses on improving the work we do	25	51	15			76%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	10	38	29	14	8	48%	55%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	52	21			68%	71%	63%

KEY





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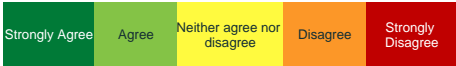
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69%	RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR		
Q1f. I am provided with the support I need to optimise my contribution at work	18	43	19	14	61%	64%	59%
Q5d. My manager listens to what I have to say	28	47	12	13	76%	77%	73%
Q5f. My manager encourages and values employee input	27	44	15	7	72%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	23	44	20	8	67%	69%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	42	20	7	66%	69%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	17	36	34	7	53%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	22	54	16	8	76%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	49	22	7	66%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	20	52	14	9	72%	74%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

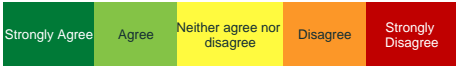
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	34	52	12		85%	88%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	29	42	15	9	71%	68%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

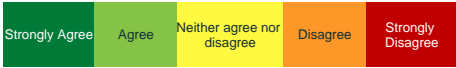
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Some key comparisons are provided.

RECRUITMENT	44% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	29	29	20	13	37%	42%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	34	30	15	13	42%	45%	41%
Q7n. My organisation generally selects capable people to do the job	9	42	26	13	10	51%	56%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

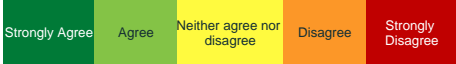
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	56%	RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	24	63%	66%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	31	57%	60%	53%		
Q7g. There is good co-operation between teams across our organisation	10	37	25	19	9	47%	54%	48%

KEY





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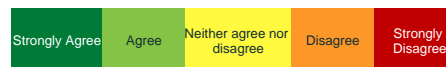
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PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

		AGREEMENT %	FINANCE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		64%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		70%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		59%	61%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	63%	59%
Q3e. My performance is assessed against clear criteria		52%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		74%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required		54%	57%	60%
Q3h. I have received appropriate training and development to do my job well		58%	59%	63%
Q3i. I have a strong desire to advance my career		71%	75%	69%

KEY





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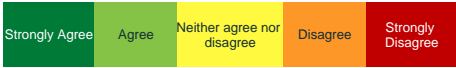
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PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

	58% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10	28	27	20	16	38%	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	28	33	10		51%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	25	44	16	8		69%	72%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	29	34	13	10	43%	48%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	18	41	25	9		59%	62%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	24			63%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	31			57%	60%	53%
Q7j. My organisation is committed to developing its employees	11	37	29	15	9	48%	55%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

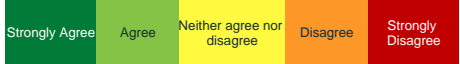
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Some key comparisons are provided.

MOBILITY	57% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	28	33	10		51%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	24			63%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	31			57%	60%	53%

KEY







EXPLORE THE FULL SURVEY RESULTS

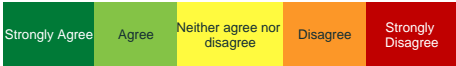
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS 70% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q4a. I am paid fairly for the work I do	 72%	71%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 68%	68%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

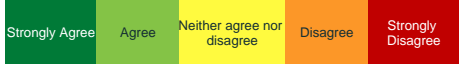
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	72% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	24	52	17			76%	80%	77%
Q8c. Age is not a barrier to success in my organisation	21	47	19	8		68%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	21	50	23			70%	74%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	23	50	22			74%	78%	76%
Q8f. Gender is not a barrier to success in my organisation	22	48	19			70%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

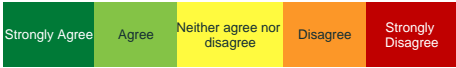
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	67% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	18 43 19 14	61%	64%	59%
Q1k. I am able to keep my work stress at an acceptable level	15 47 19 12 7	62%	65%	58%
Q1l. My workload is acceptable	13 50 18 12	63%	66%	55%
Q2e. I receive help and support from other members of my workgroup	30 52 11	82%	84%	80%
Q2f. There is good team spirit in my workgroup	28 41 15 9	69%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	18 50 17 9	68%	67%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

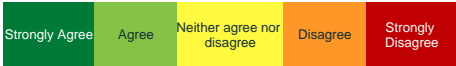
ACTION ABOUT SURVEY RESULTS

35% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

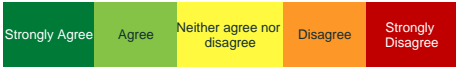
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	53% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		68%	71%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		42%	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		49%	55%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		56%	57%	46%
Better skills in my workgroup		26%	30%	27%
Improved career opportunities		59%	61%	52%
Improved learning and development opportunities		51%	55%	50%
Greater involvement in decision making		34%	35%	33%
Better pay and benefits		52%	56%	58%
Greater recognition for the work I do		40%	42%	45%
Better leadership from senior managers		41%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		26%	27%	27%
Better accountability for performance		26%	27%	25%
A better location		23%	24%	20%
More flexible working conditions		46%	47%	38%
Better work/life balance		50%	52%	46%
Improved facilities		22%	23%	30%
Improved technology and systems		40%	41%	38%
Better job security		56%	52%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		66%	68%	72%
No		30%	27%	24%
Don't Know		5%	5%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		20%	18%	25%
No		69%	70%	64%
Don't Know		12%	12%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		53%	55%	63%
No		45%	42%	35%
Don't Know		3%	3%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	FINANCE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		28%	26%	35%
No		63%	66%	58%
Don't Know		9%	9%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		14%	13%	20%
No		79%	80%	75%
Don't Know		7%	7%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

		AGREEMENT%	FINANCE	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		28%	22%	23%
Your Immediate Manager/Supervisor		26%	30%	26%
A fellow worker at your level		22%	22%	25%
A subordinate		6%	6%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	0%
Other		3%	4%	4%
Prefer not to say		14%	16%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

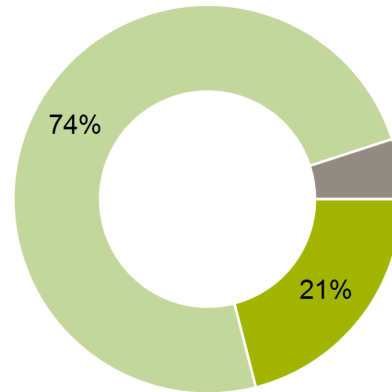
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		44%
Female		54%
Other		2%
Age		
<35		21%
35 - 54		59%
> 54		20%

PROFILE OF RESPONDENTS

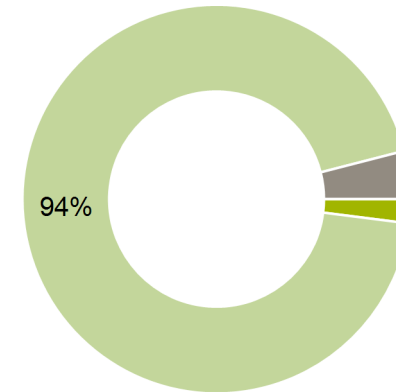


PERSONAL PROFILES

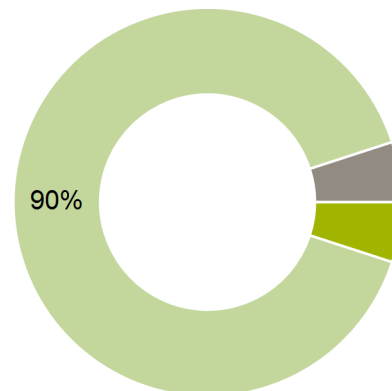
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



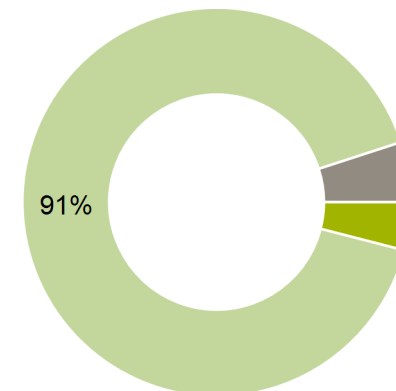
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		13%
1 - 2 years		11%
2 - 5 years		17%
5 - 10 years		23%
10 - 20 years		24%
More than 20 years		13%

PROFILE OF RESPONDENTS



WORK PROFILES

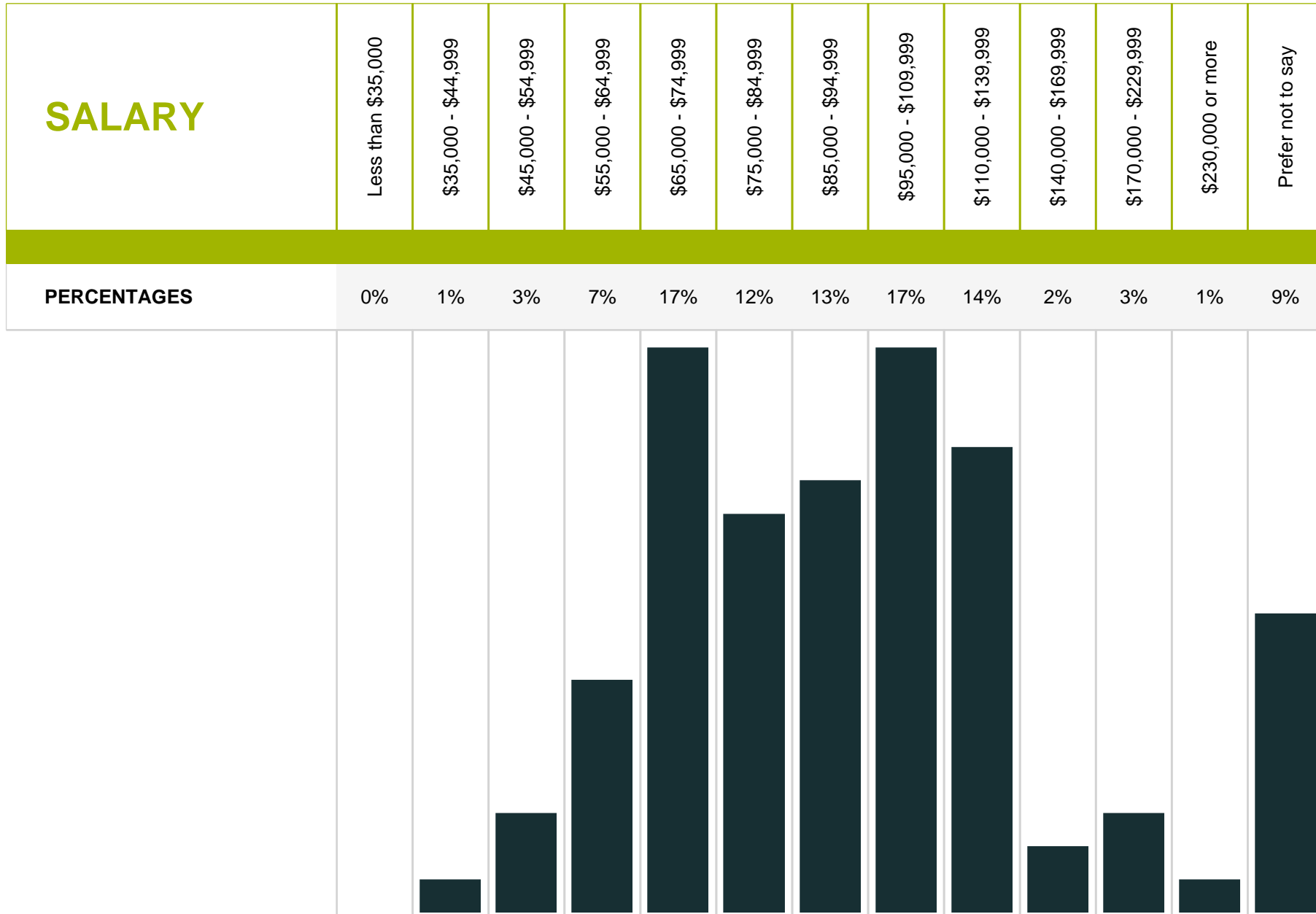
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		25%
Other service delivery work		17%
Administrative support		7%
Corporate services		14%
Policy		3%
Research		1%
Program and project management support		10%
Legal (including developing and/or reviewing legislation)		3%
Other		20%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Department of Finance, Services and Innovation	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	4667	1073	716	309	625	140	51	443	112	853
ENGAGEMENT	62%	64%	61%	64%	59%	60%	64%	63%	61%	61%
SENIOR MANAGERS	46%	47%	42%	49%	46%	51%	46%	47%	44%	45%
COMMUNICATION	60%	60%	59%	60%	62%	64%	66%	65%	59%	58%
HIGH PERFORMANCE	67%	68%	66%	68%	66%	67%	70%	71%	68%	66%
PUBLIC SECTOR VALUES	67%	68%	66%	67%	67%	69%	70%	71%	68%	66%
DIVERSITY & INCLUSION	69%	69%	69%	70%	70%	71%	77%	74%	70%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Department of Finance, Services and Innovation	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	4667	16	26	113	309	732	509	556	740	614	104	134	50	408
ENGAGEMENT	62%	(r)	(r)	69%	64%	63%	63%	60%	61%	60%	65%	72%	75%	55%
SENIOR MANAGERS	46%	(r)	(r)	62%	46%	49%	48%	43%	41%	43%	59%	67%	74%	37%
COMMUNICATION	60%	(r)	(r)	64%	57%	60%	61%	59%	60%	61%	73%	79%	85%	52%
HIGH PERFORMANCE	67%	(r)	(r)	74%	67%	69%	68%	65%	66%	66%	75%	81%	84%	59%
PUBLIC SECTOR VALUES	67%	(r)	(r)	72%	66%	68%	68%	66%	66%	67%	76%	82%	85%	59%
DIVERSITY & INCLUSION	69%	(r)	(r)	69%	68%	69%	70%	69%	70%	71%	80%	83%	87%	61%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Department of Finance, Services and Innovation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4667	556	452	714	973	1032	554
ENGAGEMENT	62%	70%	63%	64%	60%	60%	58%
SENIOR MANAGERS	46%	63%	54%	50%	42%	40%	37%
COMMUNICATION	60%	75%	66%	64%	57%	55%	54%
HIGH PERFORMANCE	67%	76%	70%	70%	65%	65%	62%
PUBLIC SECTOR VALUES	67%	77%	71%	69%	65%	64%	62%
DIVERSITY & INCLUSION	69%	79%	73%	73%	68%	67%	64%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Department of Finance, Services and Innovation	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4667	10	72	339	459	583	649	654	648	528	247	77
ENGAGEMENT	62%	(r)	70%	63%	65%	63%	61%	60%	62%	61%	62%	63%
SENIOR MANAGERS	46%	(r)	61%	52%	51%	48%	45%	45%	44%	43%	42%	44%
COMMUNICATION	60%	(r)	71%	68%	66%	62%	60%	59%	58%	58%	57%	57%
HIGH PERFORMANCE	67%	(r)	77%	71%	70%	69%	66%	66%	66%	66%	66%	67%
PUBLIC SECTOR VALUES	67%	(r)	75%	70%	71%	69%	66%	67%	67%	66%	66%	68%
DIVERSITY & INCLUSION	69%	(r)	79%	75%	74%	72%	70%	69%	67%	68%	66%	70%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Department of Finance, Services and Innovation	Male	Female	Other
NUMBER OF RESPONDENTS	4667	1901	2328	72
ENGAGEMENT	62%	61%	63%	42%
SENIOR MANAGERS	46%	45%	48%	23%
COMMUNICATION	60%	61%	61%	38%
HIGH PERFORMANCE	67%	66%	69%	47%
PUBLIC SECTOR VALUES	67%	67%	68%	46%
DIVERSITY & INCLUSION	69%	70%	71%	46%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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WHAT'S NEXT?

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

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

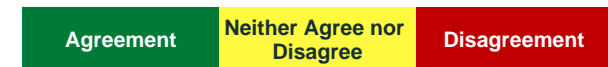
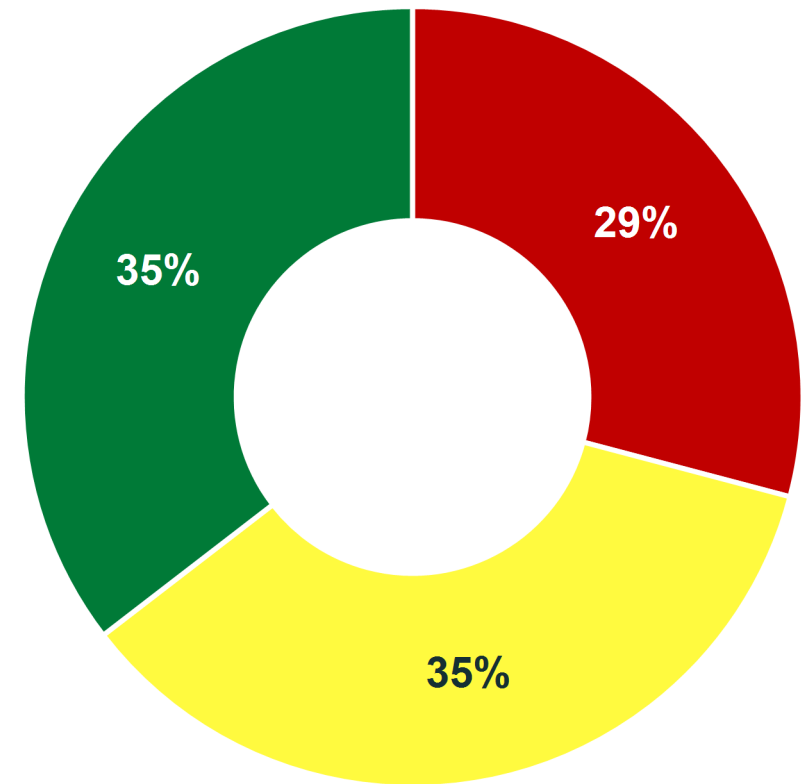
35%

of employees replied favourably to:

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

32%
SECTOR

41%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

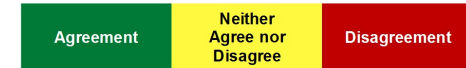
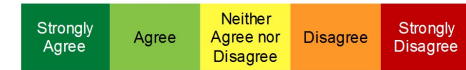
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE 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 the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis 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 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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%