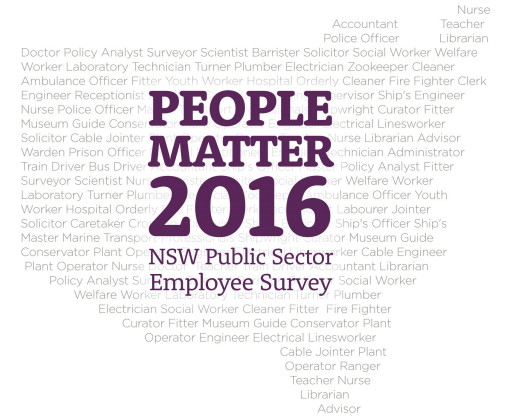


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Finance

Service NSW

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RESPONSE RATE

97%

**1,675 RESPONSES
OUT OF 1,727 EMPLOYEES**

ENGAGEMENT INDEX

76%

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	96%
2i. People in my workgroup treat customers/clients with respect	95%
7c. My organisation strives to earn and sustain a high level of public trust	94%
1a. I understand what is expected of me to do well in my role	94%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	94%
7b. My organisation strives to match services to customer/client needs	94%
2a. My workgroup strives to achieve customer/client satisfaction	93%
7a. My organisation provides high quality services	93%
1d. I feel I make a contribution to achieving the organisation's objectives	92%
7d. My organisation focuses on improving the work we do	91%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7m. Recruitment and promotion decisions in this organisation are generally fair	53%
15. I believe action will be taken on the results from this survey by my organisation	54%
7l. My organisation's processes for recruiting employees are efficient	55%
3k. I would like to work in another agency within the NSW Public Sector during my career	57%
8j. How satisfied are you with your ability to access and use flexible working arrangements?	57%
6h. I feel that senior managers listen to employees	61%
7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	61%
5n. My manager appropriately deals with employees who perform poorly	61%
3j. I am satisfied with the opportunities available for career development in my organisation	62%
3h. I have received appropriate training and development to do my job well	63%



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 Service NSW, 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.

	Service NSW	People and Culture	Finance, Procurement and Risk	Business Architecture, Operations, and Technology	Service Delivery
NUMBER OF RESPONDENTS	1675	52	16	45	1545
ENGAGEMENT	76%	74%	73%	75%	76%
SENIOR MANAGERS	71%	75%	53%	74%	71%
COMMUNICATION	73%	78%	60%	83%	73%
HIGH PERFORMANCE	80%	82%	73%	78%	80%
PUBLIC SECTOR VALUES	81%	86%	76%	82%	81%
DIVERSITY & INCLUSION	77%	81%	73%	86%	77%

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

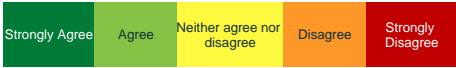
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Some key comparisons are provided.

ENGAGEMENT	76% RESPONSE SCALE			AGREEMENT %	FINANCE	SECTOR
Q7o. I would recommend my organisation as a great place to work	37	41	14	78%	63%	60%
Q7p. I am proud to tell others I work for my organisation	43	38	14	81%	67%	68%
Q7q. I feel a strong personal attachment to my organisation	36	37	19	73%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	36	41	16	77%	59%	55%
Q7s. My organisation inspires me to do the best in my job	37	40	15	78%	59%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

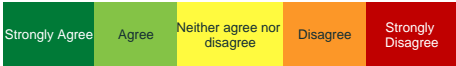
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 83% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		81%	72%	76%
Q1h. I look for ways to perform my job more effectively		96%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		82%	73%	76%
Q1j. I am satisfied with my job at the present time		74%	62%	63%

KEY





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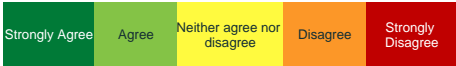
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Some key comparisons are provided.

SENIOR MANAGERS	71% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	29	43	19		72%	52%	47%
Q6b. I feel that senior leaders effectively lead and manage change	27	42	22		68%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	30	42	20		72%	53%	48%
Q6d. Senior managers encourage innovation by employees	30	45	18		76%	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	27	43	23		70%	57%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	34	46	15		80%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	26	41	21	8	68%	52%	44%
Q6h. I feel that senior managers listen to employees	23	38	26	8	61%	46%	39%
Q7f. I feel that change is handled well in my organisation	34	42	16		75%	47%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

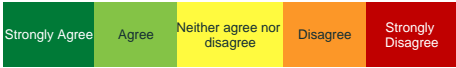
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Some key comparisons are provided.

COMMUNICATION	73% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q5e. My manager communicates effectively with me	40	37	13		77%	73%	69%
Q5f. My manager encourages and values employee input	41	37	13		78%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	36	37	17		73%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	26	41	21	8	68%	52%	44%
Q6h. I feel that senior managers listen to employees	23	38	26	8	61%	46%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	36	44	11		80%	74%	69%

KEY





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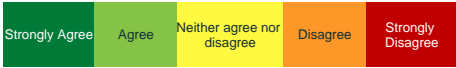
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Some key comparisons are provided.

	HIGH PERFORMANCE				80% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q1a. I understand what is expected of me to do well in my role	55		39			94%	87%	90%
Q1b. I have the tools I need to do my job effectively	30		48		13 8	77%	71%	70%
Q1c. I get the information I need to do my job well	28		48		15 8	75%	67%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	49		43			92%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	37		44		13	81%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	32		48		12	81%	73%	70%
Q2c. My team works collaboratively to achieve its objectives	39		46		10	85%	79%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	33		46		13	79%	77%	76%
Q3h. I have received appropriate training and development to do my job well	23		39		20 12	63%	59%	63%

KEY





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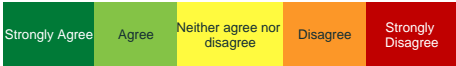
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Some key comparisons are provided.

	HIGH PERFORMANCE				80% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	39	43	11		83%	75%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	36	40	16		76%	66%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	36	40	15		76%	69%	65%	
Q5j. I have confidence in the decisions my line manager makes	38	41	13		79%	72%	67%	
Q6d. Senior managers encourage innovation by employees	30	45	18		76%	57%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	27	43	23		70%	57%	52%	
Q7d. My organisation focuses on improving the work we do	49	42			91%	80%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	41	42	12		83%	68%	62%	
Q7g. There is good co-operation between teams across our organisation	32	41	17	8	73%	54%	48%	

KEY





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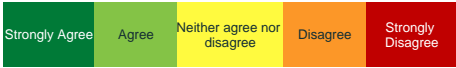
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Some key comparisons are provided.

	80% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q7n. My organisation generally selects capable people to do the job	20	47	19	9	67%	56%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	39	46	12		84%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	48	46			94%	88%	85%

KEY





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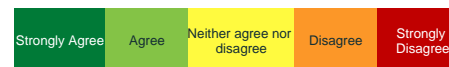
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		81% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction		52	41	93%	88%	85%	
Q2b. People in my workgroup use time and resources efficiently		32	48	12	81%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		40	40	13	80%	74%	67%
Q2h. People in my workgroup treat each other with respect		44	41	10	85%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		52	43	95%	89%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		39	43	11	83%	75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		36	40	16	76%	66%	64%
Q5d. My manager listens to what I have to say		42	38	13	79%	77%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		38	36	18	74%	69%	64%

KEY





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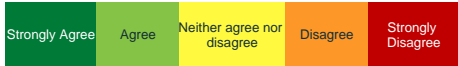
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	81% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	47	37	9		84%	80%	76%
Q5l. My manager talks to me about how the values apply to my work	38	38	16		76%	63%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	29	43	19		72%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	30	42	20		72%	53%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	34	46	15		80%	69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	26	41	21	8	68%	52%	44%
Q6h. I feel that senior managers listen to employees	23	38	26	8	61%	46%	39%
Q7a. My organisation provides high quality services	48	45			93%	85%	80%
Q7b. My organisation strives to match services to customer/client needs	51	43			94%	85%	80%

KEY





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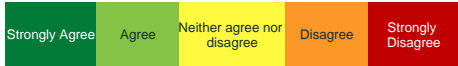
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		81% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust	52	42	94%	86%	83%	
Q7d. My organisation focuses on improving the work we do	49	42	91%	80%	76%	
Q7h. People in my organisation take responsibility for their own actions	30	44	17	73%	55%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	32	47	16	79%	71%	63%

KEY





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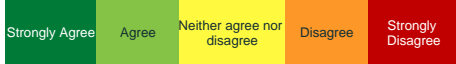
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Some key comparisons are provided.

DIVERSITY & INCLUSION	77% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	30	43	15	9	73%	64%	59%
Q5d. My manager listens to what I have to say	42	38	13		79%	77%	73%
Q5f. My manager encourages and values employee input	41	37	13		78%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	37	36	17		74%	69%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	38	36	18		74%	69%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	33	37	25		70%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	45	44	8		88%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	39	46	12		84%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	36	44	11		80%	74%	69%

KEY





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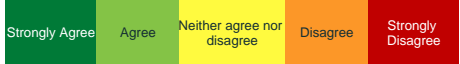
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Some key comparisons are provided.

DIVERSITY & INCLUSION	77% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		94%	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>		57%	68%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

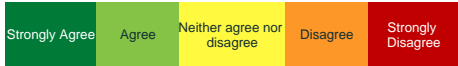
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Some key comparisons are provided.

RECRUITMENT	58% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	18	37	23	15	7	55%	42%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	18	35	27	12	7	53%	45%	41%
Q7n. My organisation generally selects capable people to do the job	20	47	19	9		67%	56%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

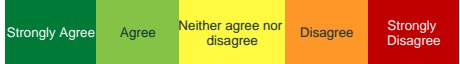
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	71%	RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	37	35	19	72%	66%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	33	24	67%	60%	53%	
Q7g. There is good co-operation between teams across our organisation	32	41	17	8	73%	54%	48%

KEY





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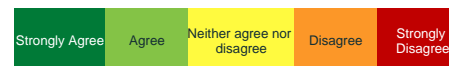
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	70% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		69%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		76%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		67%	61%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		71%	63%	59%
Q3e. My performance is assessed against clear criteria		72%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		80%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required		66%	57%	60%
Q3h. I have received appropriate training and development to do my job well		63%	59%	63%
Q3i. I have a strong desire to advance my career		84%	75%	69%

KEY





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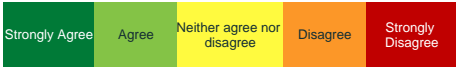
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	70% RESPONSE SCALE					AGREEMENT %	FINANCE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	26	37	19	11	7	62%	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	28	32	7		57%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	40	37	14			77%	72%	67%
Q5n. My manager appropriately deals with employees who perform poorly	28	33	27			61%	48%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	33	35	21			68%	62%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	37	35	19			72%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	33	24			67%	60%	53%
Q7j. My organisation is committed to developing its employees	32	40	19			72%	55%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

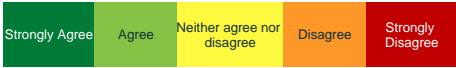
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Some key comparisons are provided.

MOBILITY	65% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	28	32	7	57%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	37	35	19		72%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	33	24		67%	60%	53%

KEY





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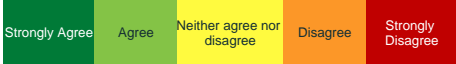
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Some key comparisons are provided.

PAY & BENEFITS 68% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q4a. I am paid fairly for the work I do	69%	71%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	66%	68%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

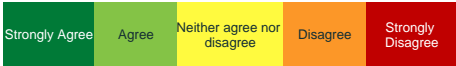
This section shows results for all the survey questions grouped by key themes.

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	87% RESPONSE SCALE	AGREEMENT %	FINANCE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		90%	80%	77%
Q8c. Age is not a barrier to success in my organisation		85%	73%	71%
Q8d. Disability is not a barrier to success in my organisation		84%	74%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		89%	78%	76%
Q8f. Gender is not a barrier to success in my organisation		88%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

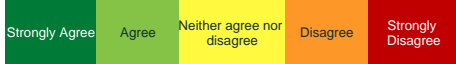
This section shows results for all the survey questions grouped by key themes.

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	76% RESPONSE SCALE				AGREEMENT %	FINANCE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	30	43	15	9	73%	64%	59%
Q1k. I am able to keep my work stress at an acceptable level	27	48	14	8	75%	65%	58%
Q1l. My workload is acceptable	27	48	14	9	76%	66%	55%
Q2e. I receive help and support from other members of my workgroup	47	43			90%	84%	80%
Q2f. There is good team spirit in my workgroup	43	38	11		81%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	21	40	19	12	61%	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

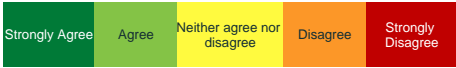
54% RESPONSE SCALE

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



	AGREEMENT %	FINANCE	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	54%	41%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

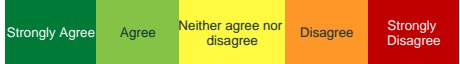
This section shows results for all the survey questions grouped by key themes.

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	71% RESPONSE SCALE			AGREEMENT %	FINANCE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	32	47	16	79%	71%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	23	40	27	63%	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	29	41	20	70%	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		57%	57%	46%
Better skills in my workgroup		41%	30%	27%
Improved career opportunities		67%	61%	52%
Improved learning and development opportunities		67%	55%	50%
Greater involvement in decision making		36%	35%	33%
Better pay and benefits		68%	56%	58%
Greater recognition for the work I do		52%	42%	45%
Better leadership from senior managers		27%	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		31%	27%	27%
Better accountability for performance		28%	27%	25%
A better location		27%	24%	20%
More flexible working conditions		52%	47%	38%
Better work/life balance		58%	52%	46%
Improved facilities		27%	23%	30%
Improved technology and systems		44%	41%	38%
Better job security		42%	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		77%	68%	72%
No		18%	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		16%	18%	25%
No		71%	70%	64%
Don't Know		13%	12%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	55%	63%
No		31%	42%	35%
Don't Know		4%	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		20%	26%	35%
No		72%	66%	58%
Don't Know		8%	9%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		12%	13%	20%
No		82%	80%	75%
Don't Know		6%	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		5%	22%	23%
Your Immediate Manager/Supervisor		45%	30%	26%
A fellow worker at your level		22%	22%	25%
A subordinate		3%	6%	8%
A client or customer		2%	1%	2%
Other		3%	4%	4%
Prefer not to say		19%	16%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

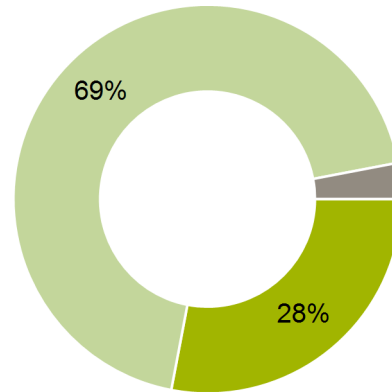
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		31%
Female		68%
Other		2%
Age		
<35		43%
35 - 54		47%
> 54		10%

PROFILE OF RESPONDENTS

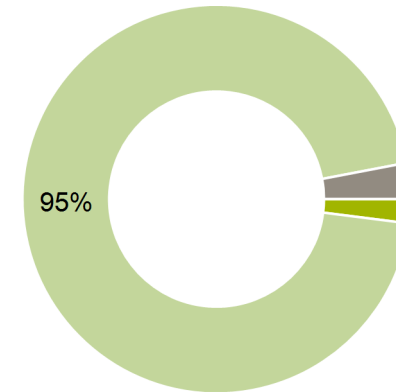


PERSONAL PROFILES

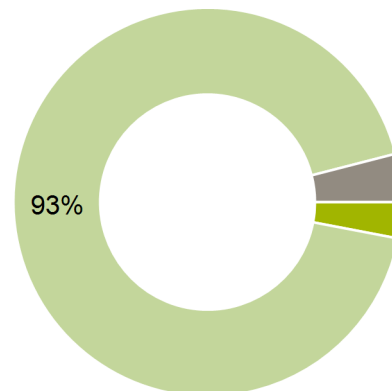
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



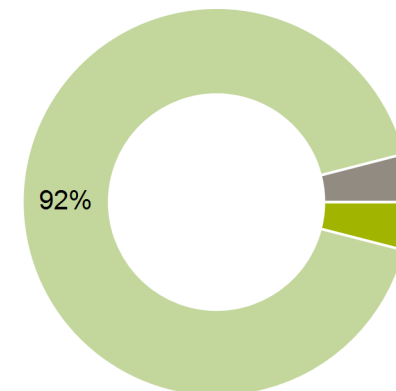
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		38%
1 - 2 years		33%
2 - 5 years		24%
5 - 10 years		2%
10 - 20 years		2%
More than 20 years		1%

PROFILE OF RESPONDENTS



WORK PROFILES

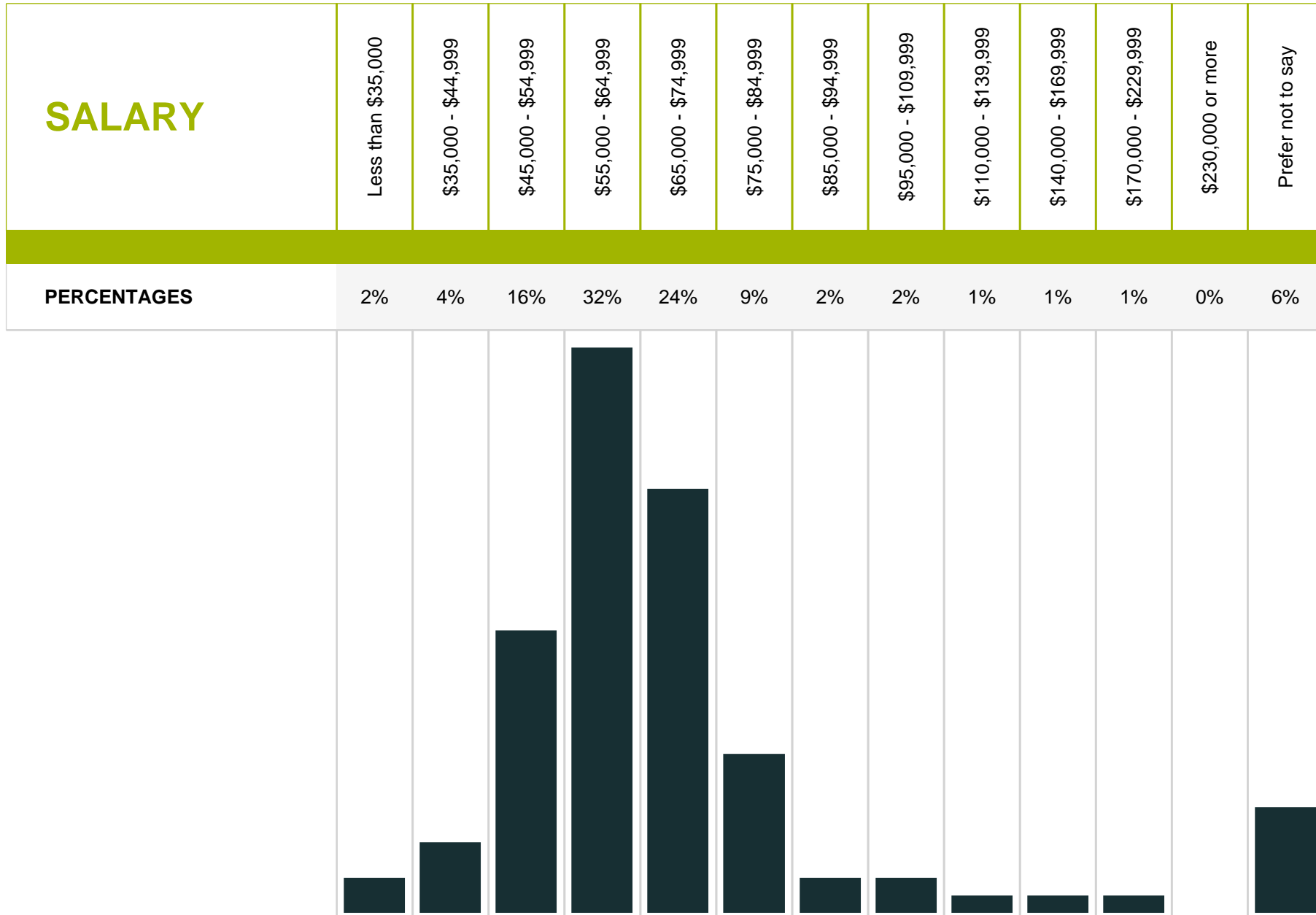
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		83%
Other service delivery work		5%
Administrative support		1%
Corporate services		3%
Policy		0%
Research		0%
Program and project management support		1%
Other		6%

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.

	Service NSW	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	1675	1299	76	23	52	5	1	11	0	97
ENGAGEMENT	76%	77%	74%	(r)	72%	(r)	(r)	(r)	(r)	76%
SENIOR MANAGERS	71%	72%	71%	(r)	69%	(r)	(r)	(r)	(r)	69%
COMMUNICATION	73%	73%	77%	(r)	72%	(r)	(r)	(r)	(r)	77%
HIGH PERFORMANCE	80%	80%	82%	(r)	74%	(r)	(r)	(r)	(r)	81%
PUBLIC SECTOR VALUES	81%	82%	83%	(r)	77%	(r)	(r)	(r)	(r)	81%
DIVERSITY & INCLUSION	77%	77%	81%	(r)	80%	(r)	(r)	(r)	(r)	80%

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.

	Service NSW	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	1675	35	56	243	498	370	147	30	30	22	20	12	7	89
ENGAGEMENT	76%	78%	78%	80%	75%	76%	77%	77%	85%	(r)	(r)	(r)	(r)	74%
SENIOR MANAGERS	71%	63%	66%	77%	71%	69%	72%	79%	86%	(r)	(r)	(r)	(r)	72%
COMMUNICATION	73%	74%	73%	78%	73%	70%	73%	78%	87%	(r)	(r)	(r)	(r)	66%
HIGH PERFORMANCE	80%	79%	82%	84%	80%	80%	80%	80%	88%	(r)	(r)	(r)	(r)	77%
PUBLIC SECTOR VALUES	81%	79%	82%	85%	81%	80%	81%	83%	91%	(r)	(r)	(r)	(r)	79%
DIVERSITY & INCLUSION	77%	76%	80%	80%	77%	75%	79%	82%	91%	(r)	(r)	(r)	(r)	73%

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.

	Service NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1675	584	512	362	27	38	11
ENGAGEMENT	76%	81%	73%	74%	(r)	66%	(r)
SENIOR MANAGERS	71%	79%	66%	68%	(r)	61%	(r)
COMMUNICATION	73%	80%	68%	69%	(r)	68%	(r)
HIGH PERFORMANCE	80%	85%	77%	77%	(r)	77%	(r)
PUBLIC SECTOR VALUES	81%	87%	78%	78%	(r)	76%	(r)
DIVERSITY & INCLUSION	77%	83%	74%	75%	(r)	74%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY 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.

	Service NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1675	6	144	260	256	199	206	185	141	111	34	7
ENGAGEMENT	76%	(r)	82%	77%	77%	78%	76%	72%	73%	77%	75%	(r)
SENIOR MANAGERS	71%	(r)	77%	77%	74%	74%	70%	67%	64%	65%	74%	(r)
COMMUNICATION	73%	(r)	77%	75%	75%	76%	72%	70%	69%	71%	77%	(r)
HIGH PERFORMANCE	80%	(r)	85%	81%	82%	82%	79%	78%	76%	78%	80%	(r)
PUBLIC SECTOR VALUES	81%	(r)	84%	82%	83%	83%	81%	80%	79%	80%	82%	(r)
DIVERSITY & INCLUSION	77%	(r)	82%	79%	79%	80%	78%	74%	73%	76%	77%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY 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.

	Service NSW	Male	Female	Other
NUMBER OF RESPONDENTS	1675	481	1054	24
ENGAGEMENT	76%	77%	77%	(r)
SENIOR MANAGERS	71%	73%	72%	(r)
COMMUNICATION	73%	75%	73%	(r)
HIGH PERFORMANCE	80%	81%	80%	(r)
PUBLIC SECTOR VALUES	81%	83%	81%	(r)
DIVERSITY & INCLUSION	77%	80%	78%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



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.

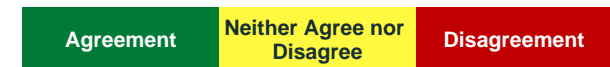
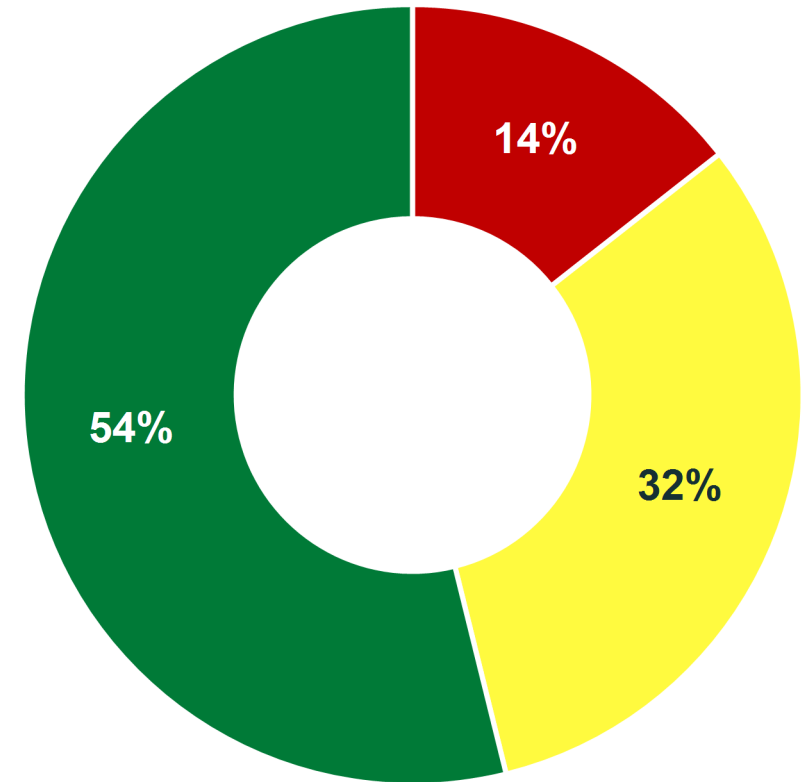
54%

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

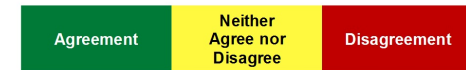
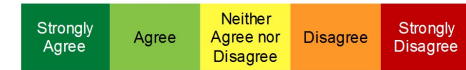
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%