PEOPLE MATTER 2016

NSW Public Sector Employee Survey
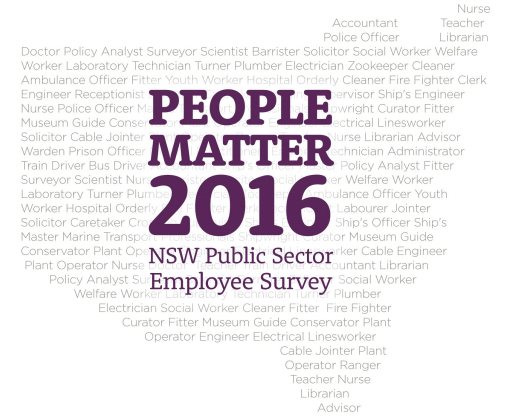
PEOPLE MATTER 2016
NSW Public Sector Employee Survey

Separate Agencies

Board of Studies, Teaching and Educational Standards

CONTENTS OF REPORT

RESPONSE RATE

57%

178 RESPONSES OUT OF 315 EMPLOYEES

ENGAGEMENT INDEX

65%

PMES 2016 SECTOR SCORE	**65%**
PMES 2014 SECTOR SCORE	**65%**

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.

+ HIGHEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
1h. I look for ways to perform my job more effectively	**94%**
2i. People in my workgroup treat customers/clients with respect	**90%**
2e. I receive help and support from other members of my workgroup	**88%**
7c. My organisation strives to earn and sustain a high level of public trust	**87%**
2a. My workgroup strives to achieve customer/client satisfaction	**86%**
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	**86%**
7a. My organisation provides high quality services	**84%**
1d. I feel I make a contribution to achieving the organisation's objectives	**84%**
1a. I understand what is expected of me to do well in my role	**84%**
1i. I feel motivated to contribute more than what is normally required at work	**81%**

− LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
15. I believe action will be taken on the results from this survey by my organisation	**28%**
5n. My manager appropriately deals with employees who perform poorly	**31%**
6h. I feel that senior managers listen to employees	**33%**
6g. I feel that senior managers keep employees informed about what's going on	**33%**
7f. I feel that change is handled well in my organisation	**33%**
6b. I feel that senior leaders effectively lead and manage change	**34%**
6d. Senior managers encourage innovation by employees	**37%**
9b. I have confidence in the ways my organisation resolves grievances	**38%**
7l. My organisation's processes for recruiting employees are efficient	**39%**
6a. I believe senior managers provide clear direction for the future of the organisation	**41%**

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'.
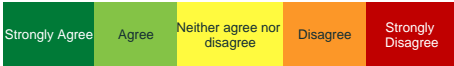
EXPLORE THE FULL SURVEY RESULTS

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.

ENGAGEMENT   65% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	20	39	24	10		59%	44%	68%	60%
Q7p. I am proud to tell others I work for my organisation	31	41	17	7		72%	68%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	25	34	28	10		58%	58%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	18	38	23	16		56%	42%	62%	55%
Q7s. My organisation inspires me to do the best in my job	22	33	24	14		55%	43%	61%	55%

KEY

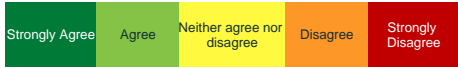| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

ⓘ

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.

ENGAGEMENT WITH WORK — 77% RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	31 / 38 / 12 / 14	70%	78%	76%
Q1h. I look for ways to perform my job more effectively	56 / 38	94%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	43 / 38 / 9 / 8	81%	79%	76%
Q1j. I am satisfied with my job at the present time	30 / 31 / 15 / 16 / 8	61%	65%	63%

KEY

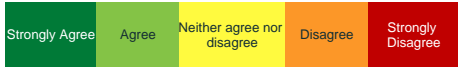| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

SENIOR MANAGERS — 39% RESPONSE SCALE

Question	SA	A	N	D	SD	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	28	21	22	15	41%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	10	24	23	24	18	34%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	11	32	28	15	13	43%	57%	48%
Q6d. Senior managers encourage innovation by employees	11	26	35	18	10	37%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	33	30	14	9	47%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	17	37	22	15	10	53%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	22	24	25	18	33%	51%	44%
Q6h. I feel that senior managers listen to employees	10	22	33	16	19	33%	47%	39%
Q7f. I feel that change is handled well in my organisation	9	24	25	28	14	33%	42%	41%

KEY

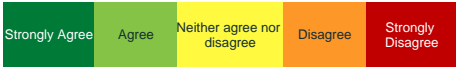| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

COMMUNICATION — 57% RESPONSE SCALE

Question	Response Graph	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	32 / 37 / 13 / 13	69%	73%	69%
Q5f. My manager encourages and values employee input	33 / 37 / 16 / 9	70%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	28 / 36 / 16 / 15	64%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	11 / 22 / 24 / 25 / 18	33%	51%	44%
Q6h. I feel that senior managers listen to employees	10 / 22 / 33 / 16 / 19	33%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27 / 47 / 12 / 10	74%	77%	69%

KEY

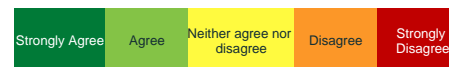| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

HIGH PERFORMANCE — 66% RESPONSE SCALE

Question	Response (graph)	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	39 / 45 / 9	84%	88%	90%
Q1b. I have the tools I need to do my job effectively	23 / 49 / 14 / 12	72%	71%	70%
Q1c. I get the information I need to do my job well	19 / 48 / 14 / 16	66%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	44 / 39 / 7 / 8	84%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25 / 46 / 10 / 15	71%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	31 / 39 / 14 / 10	70%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	38 / 39 / 8 / 12	76%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	33 / 43 / 14 / 7	76%	80%	76%
Q3h. I have received appropriate training and development to do my job well	16 / 44 / 23 / 10 / 7	60%	63%	63%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
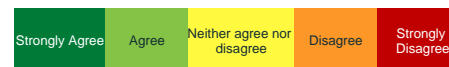
EXPLORE THE FULL SURVEY RESULTS

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.

HIGH PERFORMANCE   **66%** RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26 / 44 / 16 / 10	70%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18 / 39 / 21 / 15	57%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21 / 41 / 19 / 12	63%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	29 / 37 / 17 / 11	66%	73%	67%
Q6d. Senior managers encourage innovation by employees	11 / 26 / 35 / 18 / 10	37%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14 / 33 / 30 / 14 / 9	47%	61%	52%
Q7d. My organisation focuses on improving the work we do	27 / 43 / 18 / 9	69%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	18 / 37 / 25 / 13 / 7	54%	63%	62%
Q7g. There is good co-operation between teams across our organisation	12 / 30 / 21 / 23 / 14	42%	48%	48%

KEY

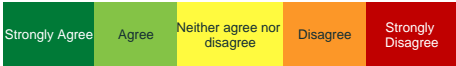| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

HIGH PERFORMANCE   **66%** RESPONSE SCALE

	Response distribution	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	13 / 48 / 21 / 14	61%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20 / 46 / 19 / 10	66%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	40 / 46 / 11	86%	90%	85%

KEY

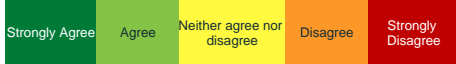| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

PUBLIC SECTOR VALUES — 66% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	51	35	8			86%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	31	39	14	10		70%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	33	44	11	9		76%	77%	67%
Q2h. People in my workgroup treat each other with respect	38	42	9			80%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	48	42				90%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	44	16	10		70%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	39	21	15		57%	60%	64%
Q5d. My manager listens to what I have to say	36	42	12			78%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	37	18	9		67%	70%	64%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

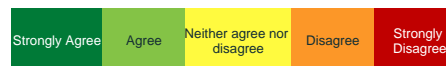**EXPLORE THE FULL SURVEY RESULTS**

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.

PUBLIC SECTOR VALUES 66% RESPONSE SCALE

Question	Response breakdown	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5k. My manager treats employees with dignity and respect	44 / 36 / 13	80%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	21 / 35 / 23 / 12 / 9	56%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13 / 28 / 21 / 22 / 15	41%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	11 / 32 / 28 / 15 / 13	43%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	17 / 37 / 22 / 15 / 10	53%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11 / 22 / 24 / 25 / 18	33%	51%	44%
Q6h. I feel that senior managers listen to employees	10 / 22 / 33 / 16 / 19	33%	47%	39%
Q7a. My organisation provides high quality services	28 / 56 / 12	84%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	31 / 47 / 11 / 8	79%	83%	80%

KEY

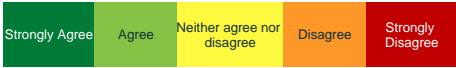| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

PUBLIC SECTOR VALUES — 66% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	42	45	8			87%	90%	83%
Q7d. My organisation focuses on improving the work we do	27	43	18	9		69%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	9	38	31	14	7	48%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	18	41	22	14		59%	75%	63%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
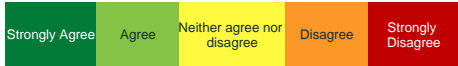
EXPLORE THE FULL SURVEY RESULTS

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 & INCLUSION

70% RESPONSE SCALE

	Response distribution	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	22 / 39 / 19 / 15	62%	61%	59%
Q5d. My manager listens to what I have to say	36 / 42 / 12	78%	78%	73%
Q5f. My manager encourages and values employee input	33 / 37 / 16 / 9	70%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	33 / 39 / 14 / 9	72%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29 / 37 / 18 / 9	67%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15 / 26 / 35 / 11 / 13	42%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	24 / 55 / 14	79%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20 / 46 / 19 / 10	66%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	27 / 47 / 12 / 10	74%	77%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

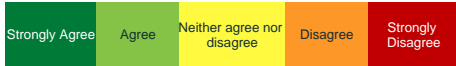**EXPLORE THE FULL SURVEY RESULTS**

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 & INCLUSION   70% RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	40 · 46 · 11	86%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	32 · 40 · 12 · 14	72%	73%	58%

KEY

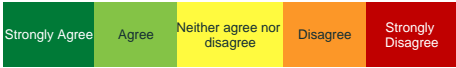| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

RECRUITMENT — 51% RESPONSE SCALE

	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	39%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	53%	48%	41%
Q7n. My organisation generally selects capable people to do the job	61%	65%	51%

Q7l bar values: 32, 21, 27, 13
Q7m bar values: 8, 45, 19, 17, 10
Q7n bar values: 13, 48, 21, 14

KEY

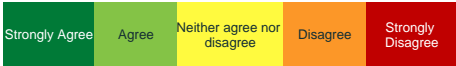| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

EMPLOYEE VALUE PROPOSITION 54% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 44 / 26	63%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 / 41 / 34	57%	57%	53%
Q7g. There is good co-operation between teams across our organisation	12 / 30 / 21 / 23 / 14	42%	48%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

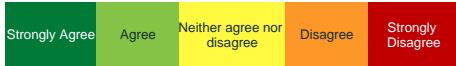**EXPLORE THE FULL SURVEY RESULTS**

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	22 / 50 / 10 / 13	72%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	27 / 45 / 16	73%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	22 / 37 / 12 / 21 / 8	59%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20 / 36 / 20 / 18	56%	59%	59%
Q3e. My performance is assessed against clear criteria	18 / 37 / 19 / 19 / 7	55%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	30 / 44 / 10 / 9	74%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	18 / 38 / 26 / 12	56%	63%	60%
Q3h. I have received appropriate training and development to do my job well	16 / 44 / 23 / 10 / 7	60%	63%	63%
Q3i. I have a strong desire to advance my career	40 / 35 / 22	74%	75%	69%

KEY

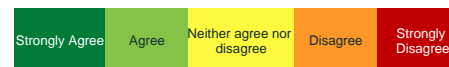| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% RESPONSE SCALE

	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10 / 33 / 22 / 23 / 11	43%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16 / 28 / 31 / 20	44%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	37 / 35 / 15 / 9	72%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	8 / 23 / 36 / 24 / 9	31%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19 / 42 / 24 / 10	61%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 44 / 26	63%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 / 41 / 34	57%	57%	53%
Q7j. My organisation is committed to developing its employees	8 / 35 / 29 / 21	43%	59%	53%

KEY

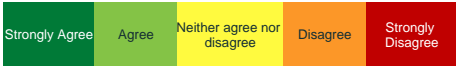| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

MOBILITY

54% RESPONSE SCALE

	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16 / 28 / 31 / 20	44%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 44 / 26	63%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 / 41 / 34	57%	57%	53%

KEY

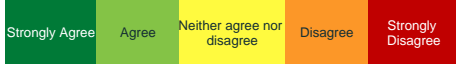| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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	78% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	22 / 57 / 9 / 9	79%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	23 / 53 / 12 / 9	76%	70%	60%

KEY

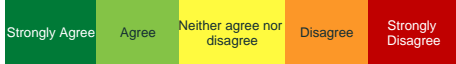| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

71% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	32	47	16		79%	81%	77%
Q8c. Age is not a barrier to success in my organisation	30	41	20		71%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	27	42	25		70%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	30	44	24		74%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	27	34	22	12	61%	77%	74%

KEY

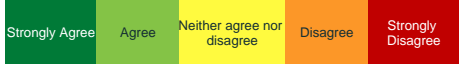| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

69% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	22 / 39 / 19 / 15	62%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level	22 / 46 / 17 / 11	67%	60%	58%
Q1l. My workload is acceptable	14 / 49 / 12 / 17 / 8	63%	55%	55%
Q2e. I receive help and support from other members of my workgroup	42 / 46	88%	84%	80%
Q2f. There is good team spirit in my workgroup	37 / 34 / 13 / 11	71%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	17 / 48 / 16 / 15	65%	72%	56%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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.
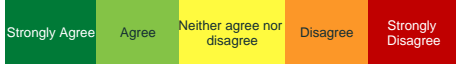
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

28% RESPONSE SCALE

					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	22	39	22	11	28%	43%	32%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.
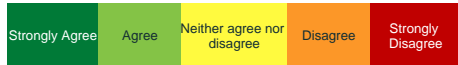
WORKPLACE CONDUCT   **49%**   RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	18 / 41 / 22 / 14	59%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11 / 27 / 45 / 10 / 8	38%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	15 / 35 / 31 / 13	50%	55%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		63%	58%	46%
Better skills in my workgroup		26%	21%	27%
Improved career opportunities		57%	62%	52%
Improved learning and development opportunities		57%	48%	50%
Greater involvement in decision making		45%	34%	33%
Better pay and benefits		50%	56%	58%
Greater recognition for the work I do		34%	40%	45%
Better leadership from senior managers		45%	34%	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%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		29%	24%	27%
Better accountability for performance		25%	23%	25%
A better location		30%	20%	20%
More flexible working conditions		46%	39%	38%
Better work/life balance		39%	45%	46%
Improved facilities		23%	22%	30%
Improved technology and systems		45%	36%	38%
Better job security		48%	39%	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%	SEPARATE AGENCIES	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		60%	61%	72%
No		36%	35%	24%
Don't Know		4%	4%	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%	SEPARATE AGENCIES	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		17%	16%	25%
No		71%	75%	64%
Don't Know		12%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	46%	63%
No		39%	51%	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%	SEPARATE AGENCIES	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		27%	26%	35%
No		66%	68%	58%
Don't Know		7%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		12%	14%	20%
No		83%	82%	75%
Don't Know		5%	4%	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%	SEPARATE AGENCIES	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%	25%	23%
Your Immediate Manager/Supervisor		26%	21%	26%
A fellow worker at your level		42%	24%	25%
A subordinate		16%	8%	8%
Prefer not to say		11%	13%	13%

PROFILE OF RESPONDENTS

PERSONAL PROFILES

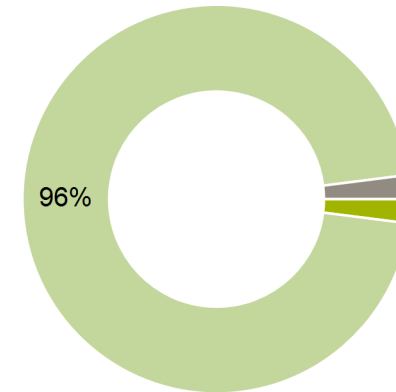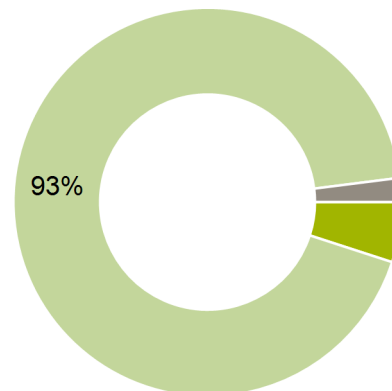|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		30%
Female		69%
Other		1%
Age		
<35		12%
35 - 54		52%
> 54		36%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

80%

18%
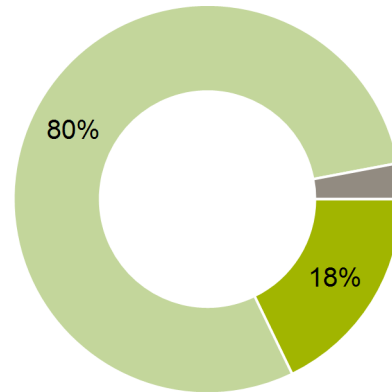
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

96%

DO YOU HAVE A DISABILITY?

93%

6%

DO YOU IDENTIFY AS LGBTI?

91%

6%

KEY

| YES | NO | PREFER NOT TO SAY |
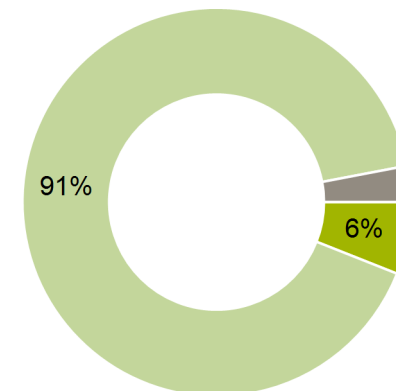
WORK PROFILES

TENURE IN ORGANISATION

	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		15%
1 - 2 years		13%
2 - 5 years		19%
5 - 10 years		27%
10 - 20 years		20%
More than 20 years		7%

WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		8%
Administrative support		10%
Corporate services		14%
Policy		11%
Research		4%
Program and project management support		19%
Other		13%

WORK PROFILES

SALARY	Less than $35,000	$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
PERCENTAGES	1%	2%	6%	9%	6%	5%	11%	33%	14%	8%	1%	4%
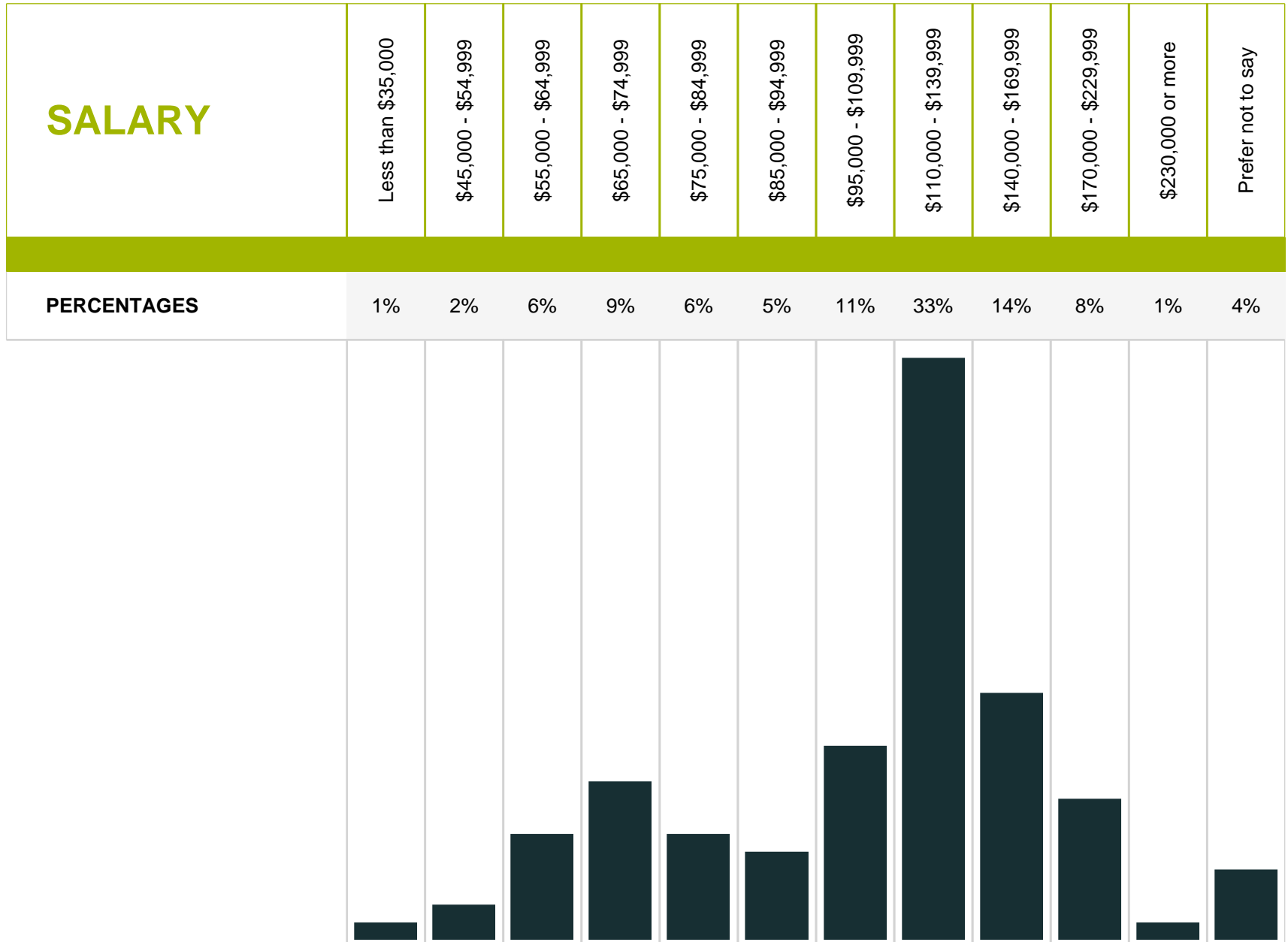
EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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.

	Board of Studies, Teaching and Educational Standards	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	178	32	13	16	22	18	6	31	0	21
ENGAGEMENT	65%	59%	(r)	(r)	(r)	(r)	(r)	66%	(r)	(r)
SENIOR MANAGERS	39%	27%	(r)	(r)	(r)	(r)	(r)	36%	(r)	(r)
COMMUNICATION	57%	53%	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)
HIGH PERFORMANCE	66%	60%	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)
PUBLIC SECTOR VALUES	66%	62%	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)
DIVERSITY & INCLUSION	70%	64%	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Board of Studies, Teaching and Educational Standards	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	178	1	0	3	9	14	10	8	18	53	22	12	2	7
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	29%	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	54%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Board of Studies, Teaching and Educational Standards	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	178	23	20	30	42	31	11
ENGAGEMENT	65%	(r)	(r)	60%	59%	71%	(r)
SENIOR MANAGERS	39%	(r)	(r)	43%	27%	33%	(r)
COMMUNICATION	57%	(r)	(r)	65%	50%	52%	(r)
HIGH PERFORMANCE	66%	(r)	(r)	70%	57%	68%	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	71%	55%	66%	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	76%	62%	69%	(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

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.

	Board of Studies, Teaching and Educational Standards	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	178	0	3	4	12	19	18	26	20	37	15	6
ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	73%	(r)	(r)

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

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.

	Board of Studies, Teaching and Educational Standards	Male	Female	Other
NUMBER OF RESPONDENTS	178	48	111	1
ENGAGEMENT	65%	72%	62%	(r)
SENIOR MANAGERS	39%	43%	37%	(r)
COMMUNICATION	57%	62%	54%	(r)
HIGH PERFORMANCE	66%	69%	63%	(r)
PUBLIC SECTOR VALUES	66%	70%	63%	(r)
DIVERSITY & INCLUSION	70%	77%	66%	(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.
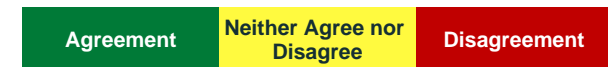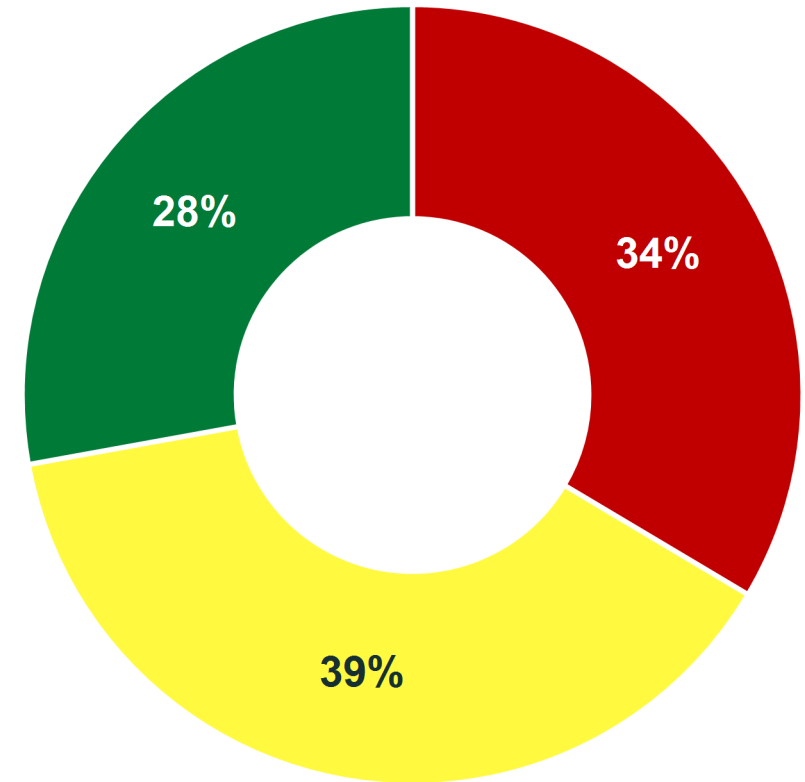
28%

of employees replied favourably to:

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

32%

SECTOR

28%

34%

39%

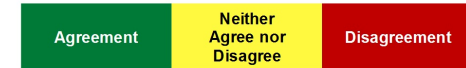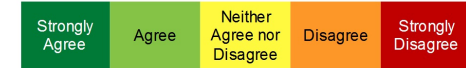| Agreement | Neither Agree nor Disagree | Disagreement |

GUIDE TO THIS REPORT

ℹ 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.

ℹ 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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ 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

ℹ ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. 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%