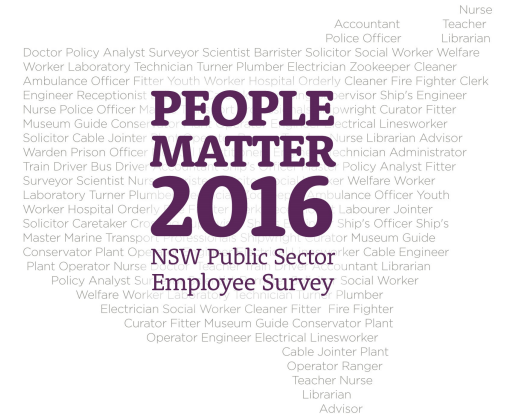


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



State Owned Corporations

Essential Energy

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
ALL QUESTIONS	5
PROFILE OF RESPONDENTS	33
DEMOGRAPHIC RESULTS	38
TAKING ACTION	43
GUIDE TO THIS REPORT	44

RESPONSE RATE

36%

**1,145 RESPONSES
OUT OF 3,223 EMPLOYEES**

ENGAGEMENT INDEX

47%

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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	91%
1a. I understand what is expected of me to do well in my role	88%
2i. People in my workgroup treat customers/clients with respect	87%
2a. My workgroup strives to achieve customer/client satisfaction	84%
2e. I receive help and support from other members of my workgroup	83%
1d. I feel I make a contribution to achieving the organisation's objectives	79%
2c. My team works collaboratively to achieve its objectives	78%
5k. My manager treats employees with dignity and respect	77%
2d. People in my workgroup have the appropriate skills to do the job well	75%
2h. People in my workgroup treat each other with respect	75%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7f. I feel that change is handled well in my organisation	12%
15. I believe action will be taken on the results from this survey by my organisation	13%
6b. I feel that senior leaders effectively lead and manage change	15%
6h. I feel that senior managers listen to employees	15%
6a. I believe senior managers provide clear direction for the future of the organisation	16%
7l. My organisation's processes for recruiting employees are efficient	17%
7j. My organisation is committed to developing its employees	19%
6c. I feel that senior managers model the values of my organisation	19%
6e. Senior managers promote collaboration between my organisation and others we work with	20%
6g. I feel that senior managers keep employees informed about what's going on	21%



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

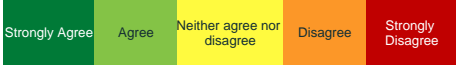
This section shows results for all the survey questions grouped by key themes.

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	47% RESPONSE SCALE	AGREEMENT %	PMES 2014	STATE OWNED CORPORATIONS	SECTOR
Q7o. I would recommend my organisation as a great place to work		30%	31%	46%	60%
Q7p. I am proud to tell others I work for my organisation		35%	37%	51%	68%
Q7q. I feel a strong personal attachment to my organisation		45%	44%	55%	64%
Q7r. My organisation motivates me to help it achieve its objectives		29%	27%	41%	55%
Q7s. My organisation inspires me to do the best in my job		29%	27%	40%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

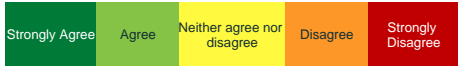
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Some key comparisons are provided.

ENGAGEMENT WITH WORK	62% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		58%	64%	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		54%	60%	76%
Q1j. I am satisfied with my job at the present time		45%	53%	63%

KEY





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.

SENIOR MANAGERS	22% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		16%	29%	47%
Q6b. I feel that senior leaders effectively lead and manage change		15%	25%	43%
Q6c. I feel that senior managers model the values of my organisation		19%	31%	48%
Q6d. Senior managers encourage innovation by employees		23%	36%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		20%	34%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		53%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		21%	31%	44%
Q6h. I feel that senior managers listen to employees		15%	23%	39%
Q7f. I feel that change is handled well in my organisation		12%	20%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

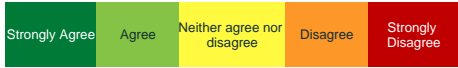
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Some key comparisons are provided.

COMMUNICATION	51% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5e. My manager communicates effectively with me		68%	69%	69%
Q5f. My manager encourages and values employee input		70%	71%	69%
Q5g. My manager involves my workgroup in decisions about our work		62%	64%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		21%	31%	44%
Q6h. I feel that senior managers listen to employees		15%	23%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	71%	69%

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.

	HIGH PERFORMANCE				57% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1a. I understand what is expected of me to do well in my role	26	62				88%	87%	90%
Q1b. I have the tools I need to do my job effectively	10	52	18	16		62%	65%	70%
Q1c. I get the information I need to do my job well	7	46	26	17		53%	58%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	23	55	14			79%	80%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	13	45	20	15		58%	64%	69%
Q2b. People in my workgroup use time and resources efficiently	14	57	17	9		71%	70%	70%
Q2c. My team works collaboratively to achieve its objectives	19	59	14			78%	77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	18	58	15	8		75%	77%	76%
Q3h. I have received appropriate training and development to do my job well		40	26	18	9	47%	53%	63%

KEY





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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				57% RESPONSE SCALE			AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	13	56	19	9	69%	72%	72%			
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	12	49	27	10	60%	62%	64%			
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	11	53	21	11	63%	65%	65%			
Q5j. I have confidence in the decisions my line manager makes	15	48	22	9	63%	65%	67%			
Q6d. Senior managers encourage innovation by employees	21	31	24	21	23%	36%	49%			
Q6e. Senior managers promote collaboration between my organisation and others we work with	18	39	22	19	20%	34%	52%			
Q7d. My organisation focuses on improving the work we do	11	42	26	13	54%	65%	76%			
Q7e. My organisation is making the necessary improvements to meet our future challenges	27	26	23	18	33%	48%	62%			
Q7g. There is good co-operation between teams across our organisation	28	28	26	15	31%	35%	48%			

KEY





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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				57% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7n. My organisation generally selects capable people to do the job	29	35	21	14	31%	39%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	8	49	32	9	57%	62%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	18	57	21		75%	80%	85%	

KEY





EXPLORE THE FULL SURVEY RESULTS

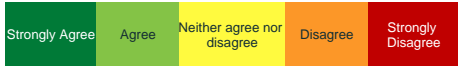
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		58% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		25	84%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		14	71%	70%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		20	70%	71%	67%
Q2h. People in my workgroup treat each other with respect		21	75%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect		27	87%	88%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		13	69%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		12	60%	62%	64%
Q5d. My manager listens to what I have to say		19	73%	74%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		17	64%	64%	64%

KEY





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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.

PUBLIC SECTOR VALUES	58% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5k. My manager treats employees with dignity and respect		77%	78%	76%
Q5l. My manager talks to me about how the values apply to my work		58%	61%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16%	29%	47%
Q6c. I feel that senior managers model the values of my organisation		19%	31%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		53%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		21%	31%	44%
Q6h. I feel that senior managers listen to employees		15%	23%	39%
Q7a. My organisation provides high quality services		71%	79%	80%
Q7b. My organisation strives to match services to customer/client needs		67%	76%	80%

KEY





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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	58% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	17	52	18	9	68%	78%	83%
Q7d. My organisation focuses on improving the work we do	11	42	26	13	54%	65%	76%
Q7h. People in my organisation take responsibility for their own actions	29	34	23	12	31%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	58	19		72%	72%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

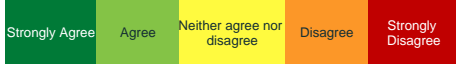
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	60% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		49%	53%	59%
Q5d. My manager listens to what I have to say		73%	74%	73%
Q5f. My manager encourages and values employee input		70%	71%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		64%	65%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		64%	64%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		30%	42%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		59%	67%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		57%	62%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	71%	69%

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 & INCLUSION		60% RESPONSE SCALE			AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	18	57	21		75%	80%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	11	39	28	16	49%	57%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

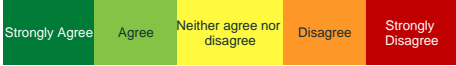
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Some key comparisons are provided.

RECRUITMENT	24% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	15	36	30	17	17%	25%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	23	37	22	17	24%	31%	41%
Q7n. My organisation generally selects capable people to do the job	29	35	21	14	31%	39%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

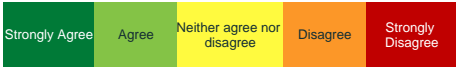
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	41%	RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	39	31	11	50%	54%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	8	32	41	11	7	41%	43%	53%
Q7g. There is good co-operation between teams across our organisation		28	28	26	15	31%	35%	48%

KEY





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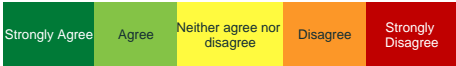
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

49% RESPONSE SCALE

		AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		55%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		69%	70%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		66%	68%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		60%	61%	59%
Q3e. My performance is assessed against clear criteria		52%	51%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		75%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		37%	47%	60%
Q3h. I have received appropriate training and development to do my job well		47%	53%	63%
Q3i. I have a strong desire to advance my career		64%	68%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

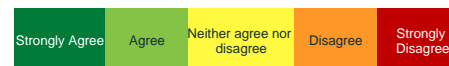
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	49% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		25%	31%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		25%	34%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		65%	66%	67%
Q5n. My manager appropriately deals with employees who perform poorly		42%	41%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		46%	52%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		50%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		41%	43%	53%
Q7j. My organisation is committed to developing its employees		19%	34%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

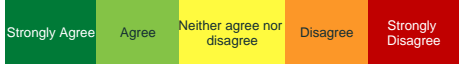
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	38% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		25%	34%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		50%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		41%	43%	53%

KEY





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.

PAY & BENEFITS 74% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 17 57 13 9 </div>	75%	73%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 20 55 14 8 </div>	74%	72%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

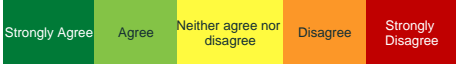
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Some key comparisons are provided.

DIVERSITY GROUPS	57% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		65%	70%	77%
Q8c. Age is not a barrier to success in my organisation		55%	58%	71%
Q8d. Disability is not a barrier to success in my organisation		52%	59%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		56%	62%	76%
Q8f. Gender is not a barrier to success in my organisation		58%	63%	74%

KEY





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.

WORKPLACE SUPPORT	56% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		49%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		45%	53%	58%
Q1l. My workload is acceptable		54%	57%	55%
Q2e. I receive help and support from other members of my workgroup		83%	82%	80%
Q2f. There is good team spirit in my workgroup		58%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		45%	57%	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

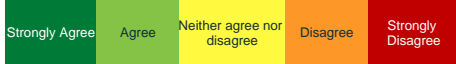
13% RESPONSE SCALE

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



AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
13%	21%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

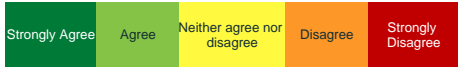
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Some key comparisons are provided.

WORKPLACE CONDUCT	48% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		72%	72%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		30%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		43%	47%	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%	STATE OWNED CORPORATIONS	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		44%	51%	46%
Better skills in my workgroup		26%	24%	27%
Improved career opportunities		55%	57%	52%
Improved learning and development opportunities		56%	53%	50%
Greater involvement in decision making		29%	31%	33%
Better pay and benefits		50%	52%	58%
Greater recognition for the work I do		42%	43%	45%
Better leadership from senior managers		60%	52%	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%	STATE OWNED CORPORATIONS	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		22%	25%	27%
Better accountability for performance		30%	28%	25%
A better location		12%	23%	20%
More flexible working conditions		36%	41%	38%
Better work/life balance		39%	44%	46%
Improved facilities		16%	17%	30%
Improved technology and systems		42%	41%	38%
Better job security		82%	72%	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%	STATE OWNED CORPORATIONS	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		81%	70%	72%
No		15%	25%	24%
Don't Know		3%	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%	STATE OWNED CORPORATIONS	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		18%	19%	25%
No		74%	71%	64%
Don't Know		8%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		55%	53%	63%
No		44%	45%	35%
Don't Know		2%	2%	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%	STATE OWNED CORPORATIONS	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		24%	26%	35%
No		72%	68%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		13%	14%	20%
No		83%	82%	75%
Don't Know		4%	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%	STATE OWNED CORPORATIONS	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		37%	31%	23%
Your Immediate Manager/Supervisor		20%	25%	26%
A fellow worker at your level		20%	20%	25%
A subordinate		4%	5%	8%
A member of the public other than a client or customer		1%	0%	0%
Other		5%	4%	4%
Prefer not to say		14%	14%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

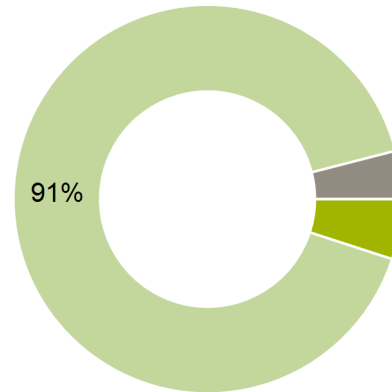
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		75%
Female		23%
Other		2%
Age		
<35		16%
35 - 54		67%
> 54		17%

PROFILE OF RESPONDENTS

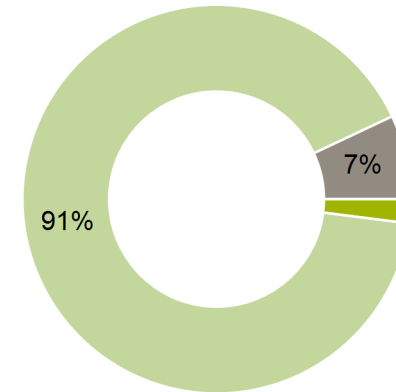


PERSONAL PROFILES

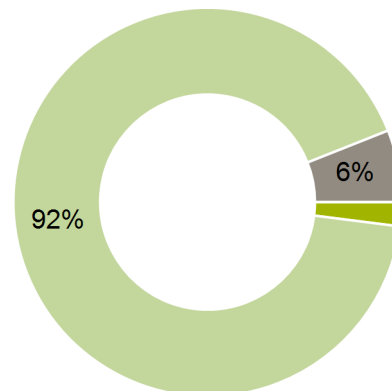
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



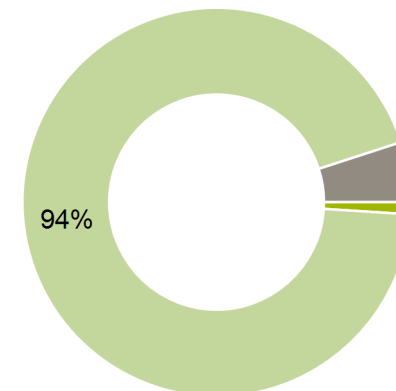
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		1%
1 - 2 years		1%
2 - 5 years		6%
5 - 10 years		30%
10 - 20 years		40%
More than 20 years		22%

PROFILE OF RESPONDENTS



WORK PROFILES

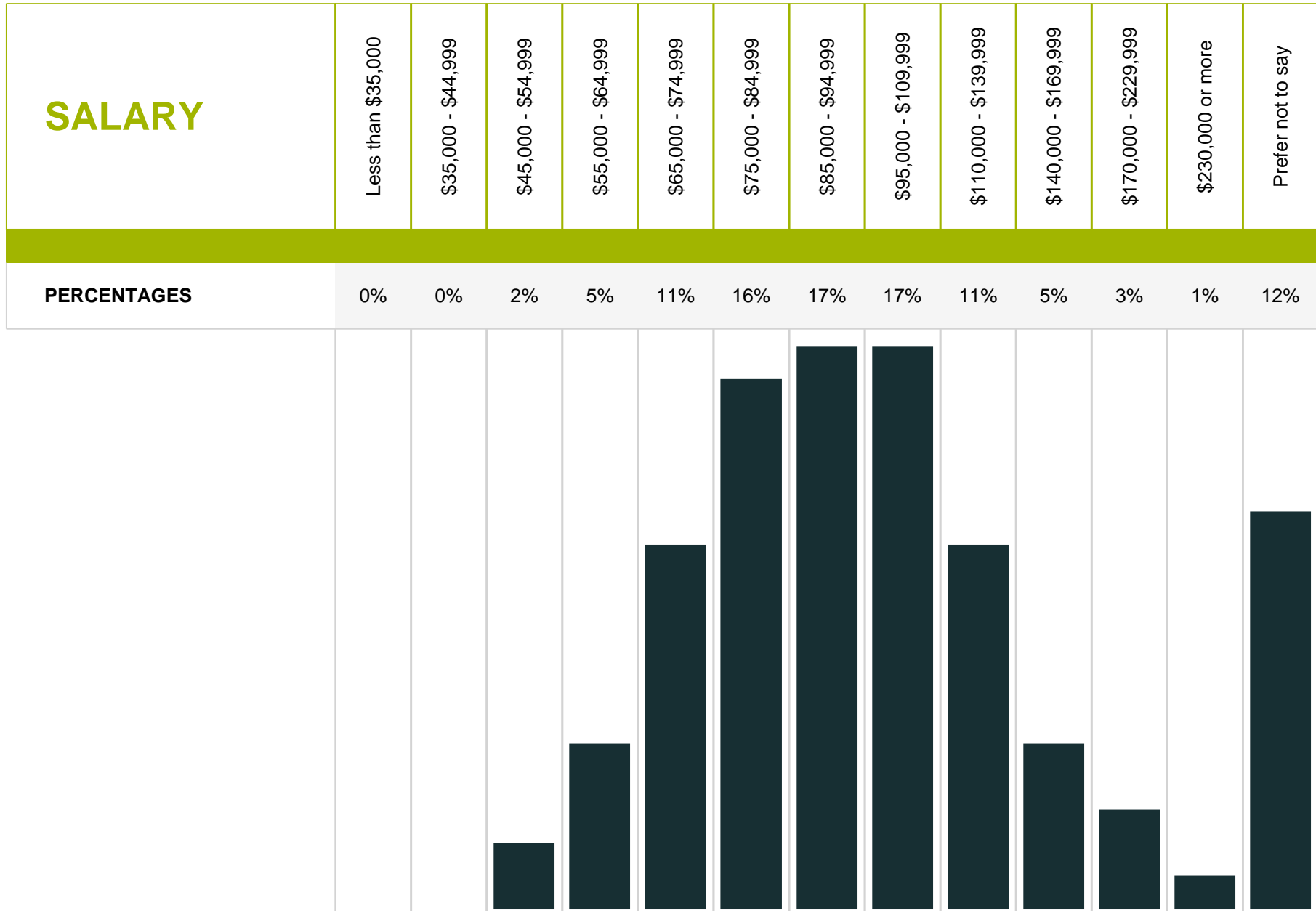
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		35%
Administrative support		6%
Corporate services		14%
Policy		1%
Research		0%
Program and project management support		9%
Legal (including developing and/or reviewing legislation)		1%
Other		14%

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.

	Essential Energy	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	1145	208	368	65	150	9	1	92	6	144
ENGAGEMENT	47%	44%	44%	54%	52%	(r)	(r)	46%	(r)	49%
SENIOR MANAGERS	22%	19%	18%	24%	33%	(r)	(r)	25%	(r)	20%
COMMUNICATION	51%	45%	48%	55%	61%	(r)	(r)	54%	(r)	52%
HIGH PERFORMANCE	57%	52%	55%	63%	63%	(r)	(r)	57%	(r)	58%
PUBLIC SECTOR VALUES	58%	54%	57%	61%	66%	(r)	(r)	58%	(r)	58%
DIVERSITY & INCLUSION	60%	53%	58%	65%	68%	(r)	(r)	64%	(r)	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 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.

	Essential Energy	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	1145	2	4	16	48	115	170	172	177	110	54	35	9	121
ENGAGEMENT	47%	(r)	(r)	(r)	53%	46%	46%	45%	43%	45%	52%	65%	(r)	47%
SENIOR MANAGERS	22%	(r)	(r)	(r)	24%	16%	17%	18%	21%	26%	31%	54%	(r)	18%
COMMUNICATION	51%	(r)	(r)	(r)	50%	44%	47%	48%	56%	52%	62%	74%	(r)	47%
HIGH PERFORMANCE	57%	(r)	(r)	(r)	60%	53%	55%	55%	57%	57%	62%	72%	(r)	54%
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	59%	53%	55%	56%	60%	60%	67%	79%	(r)	55%
DIVERSITY & INCLUSION	60%	(r)	(r)	(r)	59%	55%	56%	58%	63%	62%	69%	76%	(r)	56%

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.

	Essential Energy	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1145	10	8	64	311	416	231
ENGAGEMENT	47%	(r)	(r)	50%	49%	47%	42%
SENIOR MANAGERS	22%	(r)	(r)	27%	22%	21%	21%
COMMUNICATION	51%	(r)	(r)	55%	53%	49%	49%
HIGH PERFORMANCE	57%	(r)	(r)	62%	58%	55%	56%
PUBLIC SECTOR VALUES	58%	(r)	(r)	63%	60%	57%	57%
DIVERSITY & INCLUSION	60%	(r)	(r)	67%	63%	58%	56%

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.

	Essential Energy	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1145	0	8	42	111	138	190	182	178	140	31	6
ENGAGEMENT	47%	(r)	(r)	52%	45%	51%	50%	47%	44%	43%	37%	(r)
SENIOR MANAGERS	22%	(r)	(r)	25%	18%	25%	25%	21%	21%	20%	24%	(r)
COMMUNICATION	51%	(r)	(r)	57%	51%	54%	54%	49%	49%	49%	47%	(r)
HIGH PERFORMANCE	57%	(r)	(r)	62%	58%	59%	59%	53%	55%	58%	52%	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	62%	58%	60%	60%	56%	57%	59%	55%	(r)
DIVERSITY & INCLUSION	60%	(r)	(r)	70%	61%	65%	63%	57%	57%	58%	56%	(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.

	Essential Energy	Male	Female	Other
NUMBER OF RESPONDENTS	1145	780	237	18
ENGAGEMENT	47%	45%	54%	(r)
SENIOR MANAGERS	22%	21%	27%	(r)
COMMUNICATION	51%	51%	53%	(r)
HIGH PERFORMANCE	57%	56%	59%	(r)
PUBLIC SECTOR VALUES	58%	58%	60%	(r)
DIVERSITY & INCLUSION	60%	59%	64%	(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.

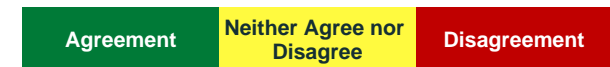
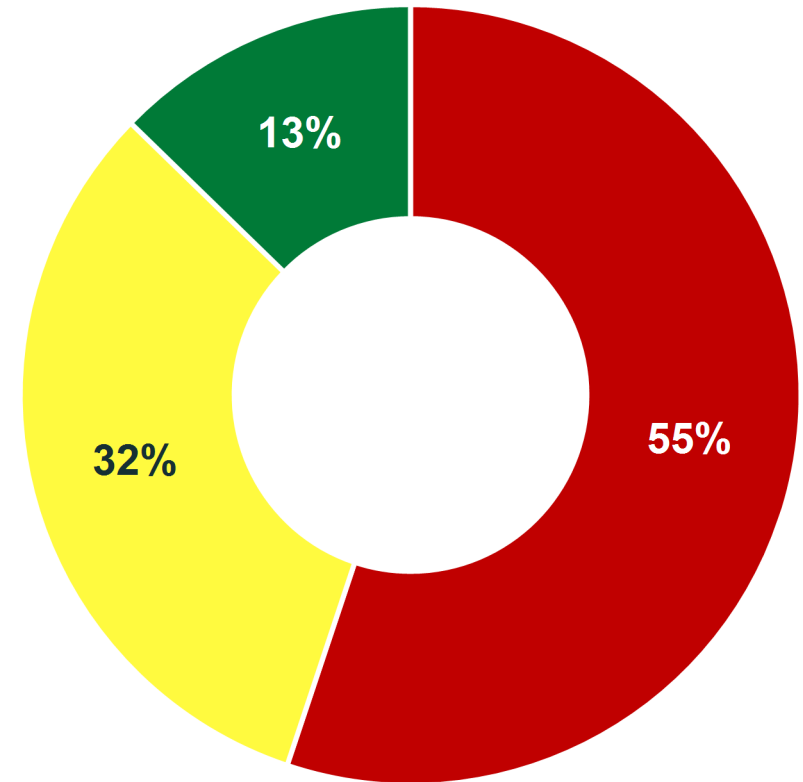
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

13%

of employees replied favourably to:

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

32%
SECTOR



GUIDE TO THIS REPORT

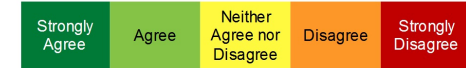
ANONYMITY RULES

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

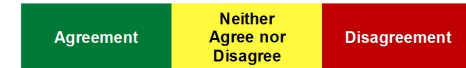
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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%