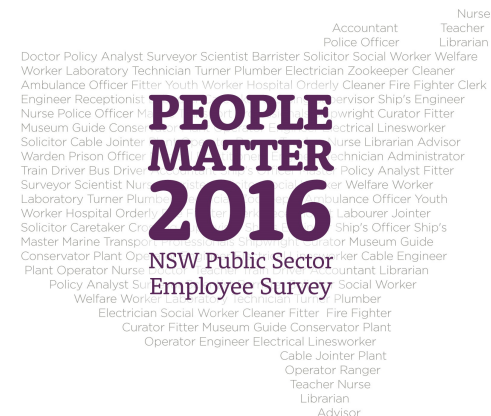


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

Health Care Complaints Commission

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RESPONSE RATE

74%

**62 RESPONSES
OUT OF 84 EMPLOYEES**

ENGAGEMENT INDEX

56%

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	97%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	88%
1d.	I feel I make a contribution to achieving the organisation's objectives	87%
2i.	People in my workgroup treat customers/clients with respect	84%
7c.	My organisation strives to earn and sustain a high level of public trust	83%
8e.	Sexual orientation is not a barrier to success in my organisation	83%
7a.	My organisation provides high quality services	78%
1a.	I understand what is expected of me to do well in my role	77%
2a.	My workgroup strives to achieve customer/client satisfaction	77%
1i.	I feel motivated to contribute more than what is normally required at work	76%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3j.	I am satisfied with the opportunities available for career development in my organisation	23%
7j.	My organisation is committed to developing its employees	25%
9b.	I have confidence in the ways my organisation resolves grievances	26%
7l.	My organisation's processes for recruiting employees are efficient	28%
7f.	I feel that change is handled well in my organisation	30%
3g.	I am able to access the right learning and development opportunities as required	32%
7h.	People in my organisation take responsibility for their own actions	32%
1k.	I am able to keep my work stress at an acceptable level	34%
1l.	My workload is acceptable	34%
7g.	There is good co-operation between teams across our organisation	34%



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

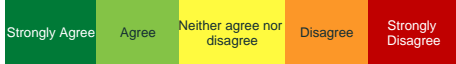
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	56% RESPONSE SCALE					AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	11	26	30	19	13	38%	58%	68%	60%
Q7p. I am proud to tell others I work for my organisation	15	42	26	11	11	57%	76%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	17	40	23	11	9	57%	62%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	15	32	26	13	13	47%	60%	62%	55%
Q7s. My organisation inspires me to do the best in my job	15	26	21	23	15	42%	61%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

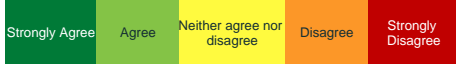
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 71% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	78%	76%
Q1h. I look for ways to perform my job more effectively		97%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		76%	79%	76%
Q1j. I am satisfied with my job at the present time		37%	65%	63%

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.

SENIOR MANAGERS	43% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	23	28	23	14	35%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	16	23	25	21	16	39%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	16	26	25	19	14	42%	57%	48%
Q6d. Senior managers encourage innovation by employees	14	26	33	14	12	40%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	16	39	23	11	12	54%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	45	20	9	9	63%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	29	20	16	21	43%	51%	44%
Q6h. I feel that senior managers listen to employees	13	30	21	20	16	43%	47%	39%
Q7f. I feel that change is handled well in my organisation	8	23	23	25	23	30%	42%	41%

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.

COMMUNICATION	58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me		66%	73%	69%
Q5f. My manager encourages and values employee input		68%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		58%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		43%	51%	44%
Q6h. I feel that senior managers listen to employees		43%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		70%	77%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

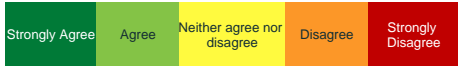
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Some key comparisons are provided.

	HIGH PERFORMANCE				58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	31	47	8	13	77%	88%	90%	
Q1b. I have the tools I need to do my job effectively	8	37	16	29	10	45%	71%	70%
Q1c. I get the information I need to do my job well	11	39	19	29		50%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	39	48	8			87%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26	45	11	10	8	71%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	13	42	19	19		55%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	13	45	18	21		58%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	11	58	18	13		69%	80%	76%
Q3h. I have received appropriate training and development to do my job well	8	34	21	25	11	43%	63%	63%

KEY





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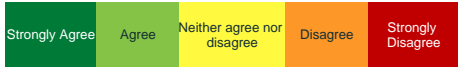
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Some key comparisons are provided.

HIGH PERFORMANCE	58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		66%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		42%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		54%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		61%	73%	67%
Q6d. Senior managers encourage innovation by employees		40%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		54%	61%	52%
Q7d. My organisation focuses on improving the work we do		71%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		44%	63%	62%
Q7g. There is good co-operation between teams across our organisation		34%	48%	48%

KEY





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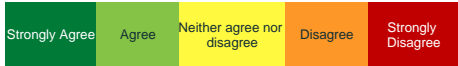
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Some key comparisons are provided.

	HIGH PERFORMANCE				58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job						53%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions						49%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes						88%	90%	85%

KEY





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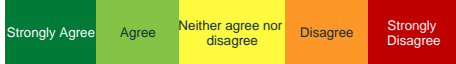
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	29	48	18	3	4	77%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	13	42	19	19	9	55%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	13	50	17	10	10	63%	77%	67%
Q2h. People in my workgroup treat each other with respect	16	53	13	10	8	69%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	23	61	10	3	3	84%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15	51	10	10	14	66%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	3	36	25	17	15	42%	60%	64%
Q5d. My manager listens to what I have to say	32	37	10	14	7	69%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	32	24	10	15	51%	70%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

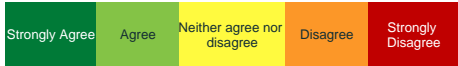
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	27	45	9	7	11	73%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	9	38	30	11	11	47%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	23	28	23	14	35%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	16	26	25	19	14	42%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	45	20	9	9	63%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	29	20	16	21	43%	51%	44%
Q6h. I feel that senior managers listen to employees	13	30	21	20	16	43%	47%	39%
Q7a. My organisation provides high quality services	26	52	13			78%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	26	46	19			72%	83%	80%

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	60% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust	30	53	9		83%	90%	83%	
Q7d. My organisation focuses on improving the work we do	25	46	13	13	71%	80%	76%	
Q7h. People in my organisation take responsibility for their own actions	8	25	30	25	13	32%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	42	25	11	8	57%	75%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

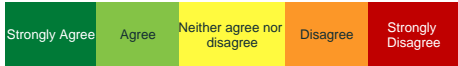
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Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	10	34	19	23	15	44%	61%	59%
Q5d. My manager listens to what I have to say	32	37	10	14		69%	78%	73%
Q5f. My manager encourages and values employee input	22	46	10	8	14	68%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	14	51	15	14		64%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	32	24	10	15	51%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	25	30	21	9	14	55%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	15	38	28	13		53%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		43	35	8	8	49%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	51	8	13	9	70%	77%	69%

KEY





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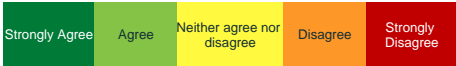
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DIVERSITY & INCLUSION

61% RESPONSE SCALE

	AGREEMENT %			SEPARATE AGENCIES	SECTOR			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	37	52	12	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>	25	36	9	15	15	60%	73%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

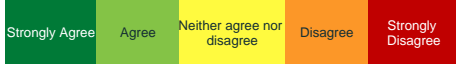
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Some key comparisons are provided.

RECRUITMENT	40% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		28%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		38%	48%	41%
Q7n. My organisation generally selects capable people to do the job		53%	65%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

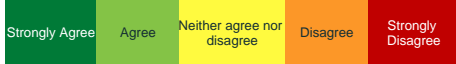
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	42%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9	36	35	7	13	45%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	35	35	7	13	45%	57%	53%
Q7g. There is good co-operation between teams across our organisation	9	25	19	34	13	34%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

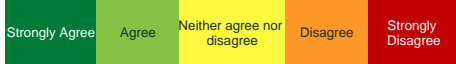
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		51%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		75%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		61%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		57%	59%	59%
Q3e. My performance is assessed against clear criteria		43%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		70%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		32%	63%	60%
Q3h. I have received appropriate training and development to do my job well		43%	63%	63%
Q3i. I have a strong desire to advance my career		66%	75%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

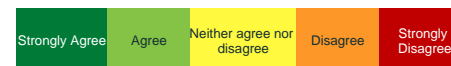
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		23%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		64%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		73%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly		36%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		45%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		45%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		45%	57%	53%
Q7j. My organisation is committed to developing its employees		25%	59%	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	52% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	36	28	8	64%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9	36	35	7 13	45%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	35	35	7 13	45%	57%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 57% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do		52%	68%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		61%	70%

KEY





EXPLORE THE FULL SURVEY RESULTS

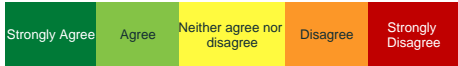
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Some key comparisons are provided.

DIVERSITY GROUPS	68% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	19	47	21	9	66%	81%	77%
Q8c. Age is not a barrier to success in my organisation	15	55	13	9	70%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	15	40	26	13	55%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	19	64	13		83%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	15	53	21	8	68%	77%	74%

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.

WORKPLACE SUPPORT	48% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		44%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		34%	60%	58%
Q1l. My workload is acceptable		34%	55%	55%
Q2e. I receive help and support from other members of my workgroup		69%	84%	80%
Q2f. There is good team spirit in my workgroup		55%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		51%	72%	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.

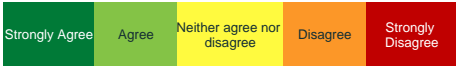
ACTION ABOUT SURVEY RESULTS

38% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

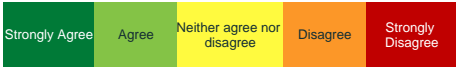
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	40% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15 42 25 11 8	57%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	21 30 25 19	26%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9 26 30 17 17	36%	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%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		38%	58%	46%
Better skills in my workgroup		15%	21%	27%
Improved career opportunities		43%	62%	52%
Improved learning and development opportunities		57%	48%	50%
Greater involvement in decision making		28%	34%	33%
Better pay and benefits		58%	56%	58%
Greater recognition for the work I do		40%	40%	45%
Better leadership from senior managers		40%	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		26%	24%	27%
Better accountability for performance		26%	23%	25%
A better location		9%	20%	20%
More flexible working conditions		43%	39%	38%
Better work/life balance		53%	45%	46%
Improved facilities		47%	22%	30%
Improved technology and systems		45%	36%	38%
Better job security		40%	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		55%	61%	72%
No		43%	35%	24%
Don't Know		2%	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		35%	16%	25%
No		49%	75%	64%
Don't Know		16%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		27%	46%	63%
No		73%	51%	35%



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		40%	26%	35%
No		53%	68%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		17%	14%	20%
No		77%	82%	75%
Don't Know		6%	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	The data for this question has been hidden for anonymity reasons.			
Your Immediate Manager/Supervisor	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
A subordinate	The data for this question has been hidden for anonymity reasons.			
Prefer not to say	The data for this question has been hidden for anonymity reasons.			

PROFILE OF RESPONDENTS



PERSONAL PROFILES

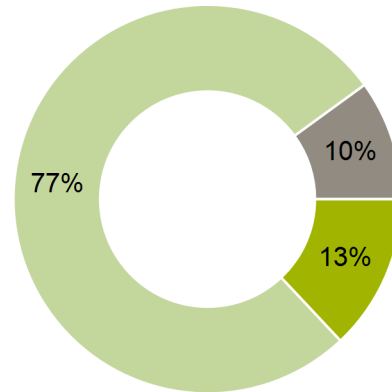
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		25%
Female		75%
Age		
<35		20%
35 - 54		52%
> 54		28%

PROFILE OF RESPONDENTS

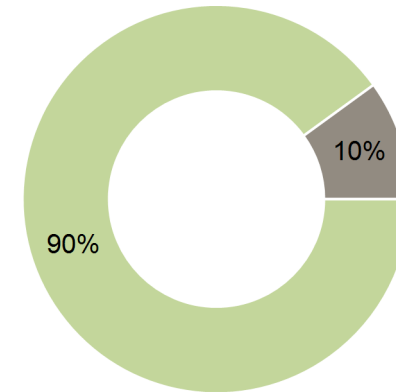


PERSONAL PROFILES

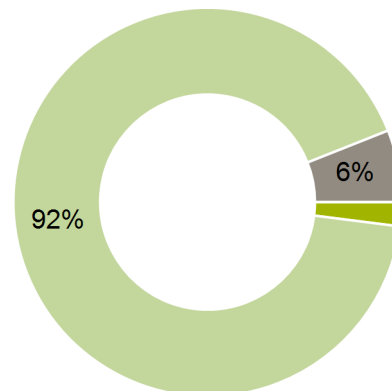
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



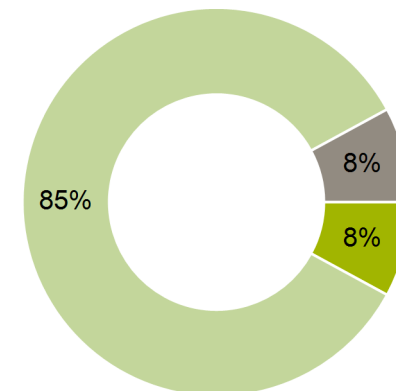
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		15%
1 - 2 years		6%
2 - 5 years		25%
5 - 10 years		21%
10 - 20 years		29%
More than 20 years		4%

PROFILE OF RESPONDENTS



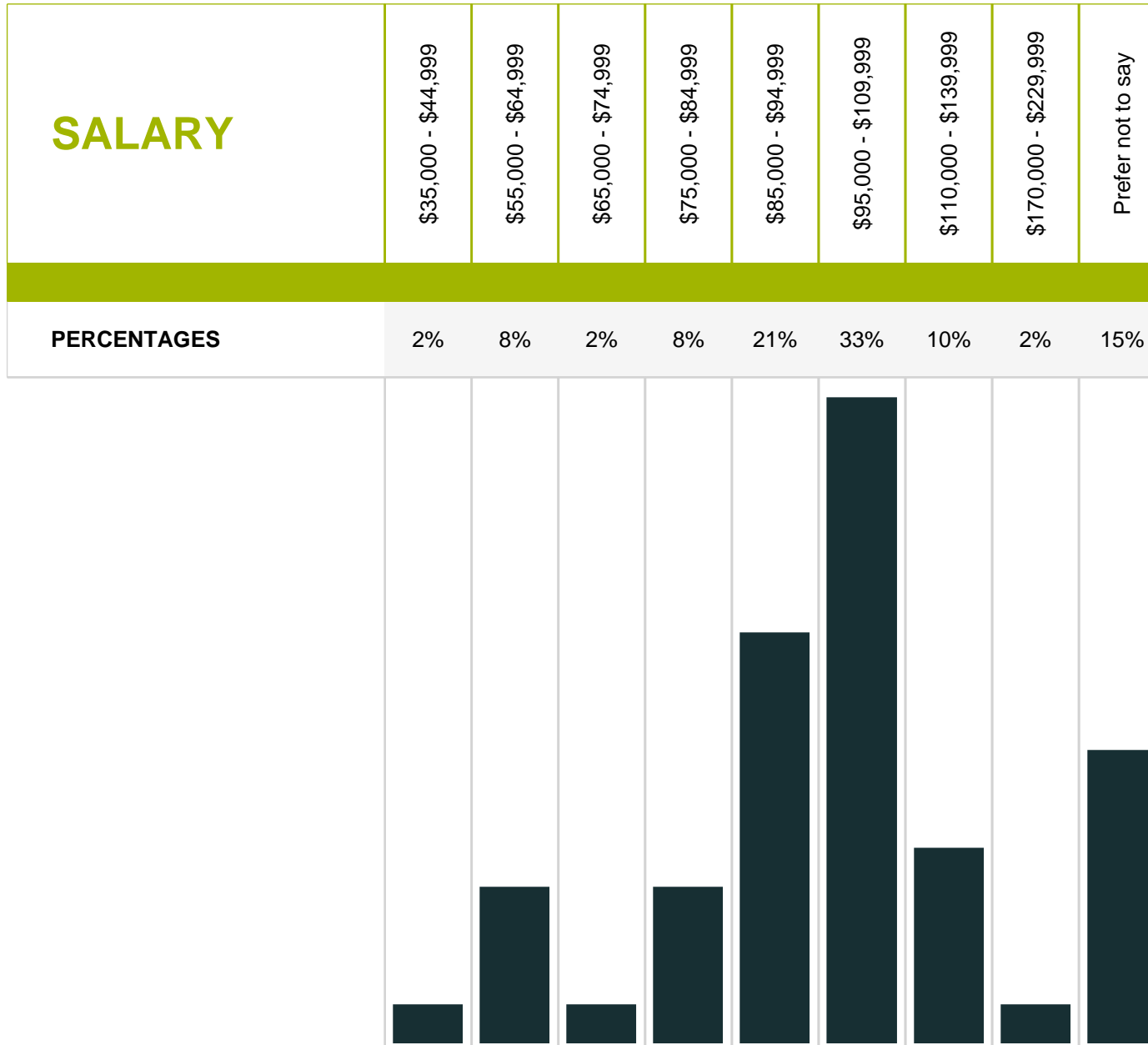
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		35%
Administrative support		6%
Corporate services		4%
Policy		2%
Legal (including developing and/or reviewing legislation)		10%
Other		43%

PROFILE OF RESPONDENTS



WORK PROFILES



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.

	Health Care Complaints Commission	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	62	18	0	3	2	1	0	0	5	22
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(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

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.

	Health Care Complaints Commission	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	62	0	1	0	4	1	4	11	17	5	0	1	0	8
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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

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.

	Health Care Complaints Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	62	8	3	13	11	15	2
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(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

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.

	Health Care Complaints Commission	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	62	0	0	3	7	5	10	7	4	10	4	0
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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

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.

	Health Care Complaints Commission	Male	Female	Other
NUMBER OF RESPONDENTS	62	13	38	0
ENGAGEMENT	56%	(r)	54%	(r)
SENIOR MANAGERS	43%	(r)	43%	(r)
COMMUNICATION	58%	(r)	53%	(r)
HIGH PERFORMANCE	58%	(r)	56%	(r)
PUBLIC SECTOR VALUES	60%	(r)	55%	(r)
DIVERSITY & INCLUSION	61%	(r)	58%	(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.

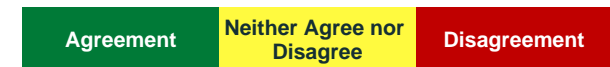
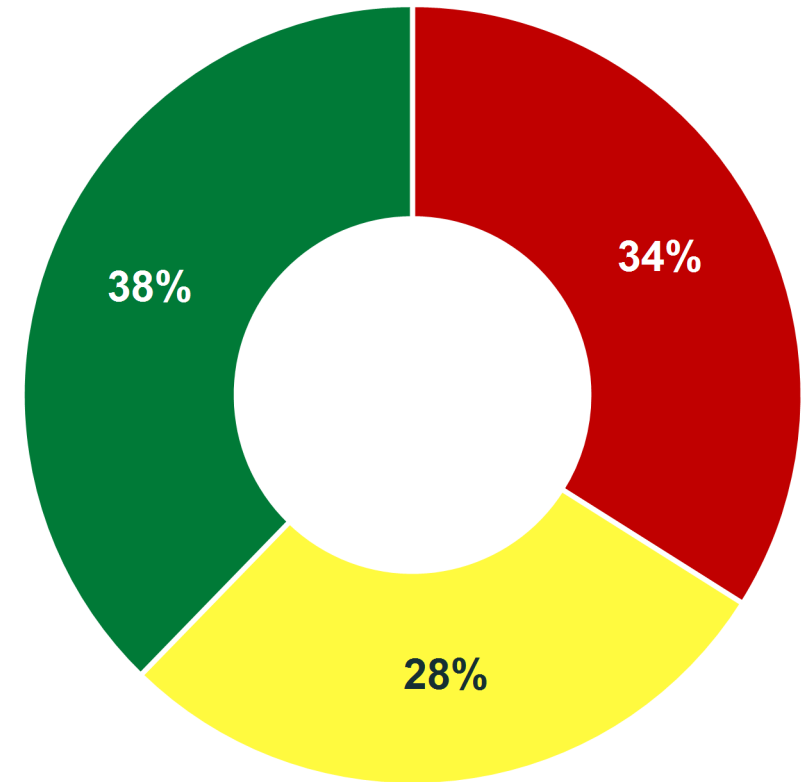
38%

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

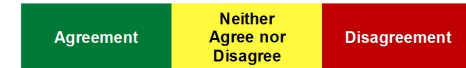
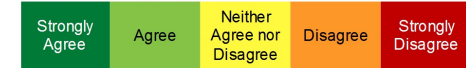
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%