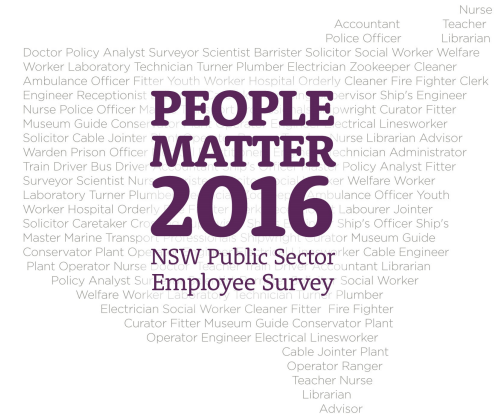


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

## Independent Pricing and Regulatory Tribunal

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## RESPONSE RATE

# 85%

128 RESPONSES  
OUT OF 150 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. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h. I look for ways to perform my job more effectively	<b>92%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>91%</b>
2i. People in my workgroup treat customers/clients with respect	<b>91%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>90%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>89%</b>
2h. People in my workgroup treat each other with respect	<b>89%</b>
7a. My organisation provides high quality services	<b>88%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>87%</b>
5k. My manager treats employees with dignity and respect	<b>85%</b>
2g. People in my workgroup are honest, open and transparent in their dealings	<b>84%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

3e. Myperformance is assessed against clear criteria	<b>41%</b>
7f. I feel that change is handled well in my organisation	<b>42%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>43%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>44%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>45%</b>
3a. I have a current performance plan that sets out my individual objectives	<b>46%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>48%</b>
7g. There is good co-operation between teams across our organisation	<b>50%</b>
1l. My workload is acceptable	<b>51%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>51%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Independent Pricing and Regulatory Tribunal, using the same key question groups.

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

	Independent Pricing and Regulatory Tribunal	Support Staff	Industry Teams
<b>NUMBER OF RESPONDENTS</b>	128	28	96
<b>ENGAGEMENT</b>	65%	59%	66%
<b>SENIOR MANAGERS</b>	59%	49%	60%
<b>COMMUNICATION</b>	73%	57%	76%
<b>HIGH PERFORMANCE</b>	74%	67%	75%
<b>PUBLIC SECTOR VALUES</b>	75%	68%	76%
<b>DIVERSITY &amp; INCLUSION</b>	78%	67%	80%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE FULL SURVEY RESULTS

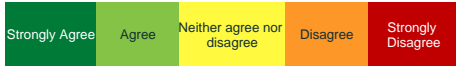
This section shows results for all the survey questions grouped by key themes.

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					AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	25	38	20	8	9	63%	79%	68%	60%
Q7p. I am proud to tell others I work for my organisation	25	44	17	7		70%	80%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	17	43	24	8	7	60%	73%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16	41	24	11	7	57%	74%	62%	55%
Q7s. My organisation inspires me to do the best in my job	19	41	20	13		60%	73%	61%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

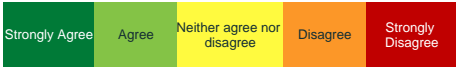
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>73%</b> RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		72%	78%	76%
Q1h. I look for ways to perform my job more effectively		92%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		72%	79%	76%
Q1j. I am satisfied with my job at the present time		57%	65%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

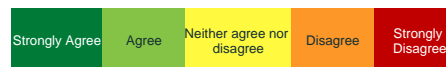
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Some key comparisons are provided.

SENIOR MANAGERS	59% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		58%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change		48%	49%	43%
Q6c. I feel that senior managers model the values of my organisation		58%	57%	48%
Q6d. Senior managers encourage innovation by employees		63%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		67%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		69%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		66%	51%	44%
Q6h. I feel that senior managers listen to employees		57%	47%	39%
Q7f. I feel that change is handled well in my organisation		42%	42%	41%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

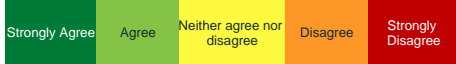
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Some key comparisons are provided.

COMMUNICATION	73% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	36	42	7	7	7	78%	73%	69%
Q5f. My manager encourages and values employee input	33	46	11			79%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	35	40	14	7		75%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	17	49	14	10	10	66%	51%	44%
Q6h. I feel that senior managers listen to employees	16	41	20	11	13	57%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	33	48	7			80%	77%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

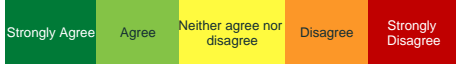
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Some key comparisons are provided.

	HIGH PERFORMANCE				74% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	34	48	9	8	81%	88%	90%	
Q1b. I have the tools I need to do my job effectively	20	56	9	12	76%	71%	70%	
Q1c. I get the information I need to do my job well	23	48	16	11	71%	70%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	47	8		87%	89%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	39	35	10	10	75%	73%	69%	
Q2b. People in my workgroup use time and resources efficiently	18	54	18	8	72%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	37	43	13		80%	76%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	26	57	7		83%	80%	76%	
Q3h. I have received appropriate training and development to do my job well	15	40	28	9	55%	63%	63%	

KEY





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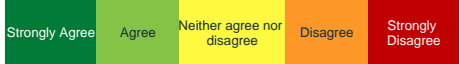
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Some key comparisons are provided.

HIGH PERFORMANCE	74% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		77%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		64%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		76%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		78%	73%	67%
Q6d. Senior managers encourage innovation by employees		63%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		67%	61%	52%
Q7d. My organisation focuses on improving the work we do		83%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		65%	63%	62%
Q7g. There is good co-operation between teams across our organisation		50%	48%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

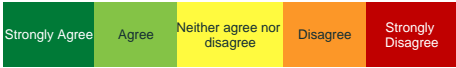
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Some key comparisons are provided.

	74% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	16	55	15	9	72%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	27	54	11		80%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	41	7		90%	90%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

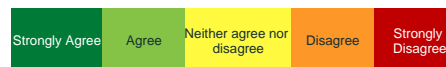
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		41	91%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		18	72%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		38	84%	77%	67%
Q2h. People in my workgroup treat each other with respect		45	89%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect		48	91%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		31	77%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		22	64%	60%	64%
Q5d. My manager listens to what I have to say		41	81%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		35	71%	70%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

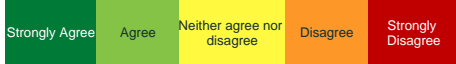
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% 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	43	42	7			85%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	20	34	24	15	7	54%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	43	16	16	10	58%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	17	41	15	15	12	58%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	51	19	8		69%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	17	49	14	10	10	66%	51%	44%
Q6h. I feel that senior managers listen to employees	16	41	20	11	13	57%	47%	39%
Q7a. My organisation provides high quality services	46	42	9			88%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	37	47	12			84%	83%	80%

KEY





## EXPLORE THE FULL SURVEY RESULTS

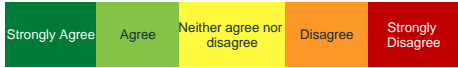
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		89%	90%	83%
Q7d. My organisation focuses on improving the work we do		83%	80%	76%
Q7h. People in my organisation take responsibility for their own actions		59%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		76%	75%	63%

KEY





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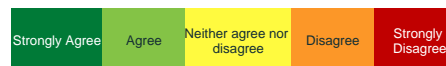
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Some key comparisons are provided.

DIVERSITY & INCLUSION	78% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	24	42	13	14	66%	61%	59%
Q5d. My manager listens to what I have to say	41	40	7		81%	78%	73%
Q5f. My manager encourages and values employee input	33	46	11		79%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	31	43	15	9	74%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	35	36	16	7	71%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	34	44	15		78%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	30	48	15		78%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	27	54	11		80%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	33	48	7		80%	77%	69%

### KEY







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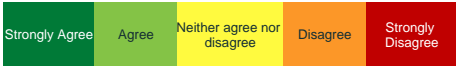
Some key comparisons are provided.

## DIVERSITY & INCLUSION

**78%** RESPONSE SCALE

	AGREEMENT %				SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	41	7		90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	34	40	15	8	74%	58%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

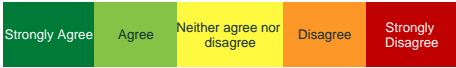
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Some key comparisons are provided.

RECRUITMENT	60% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	11	41	23	16	10	51%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	15	42	12	23	7	58%	48%	41%
Q7n. My organisation generally selects capable people to do the job	16	55	15	9		72%	65%	51%

KEY





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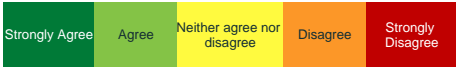
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	58%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	45	24	65%	62%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	43	34	59%	57%	53%		
Q7g. There is good co-operation between teams across our organisation	14	37	24	17	8	50%	48%	48%

### KEY





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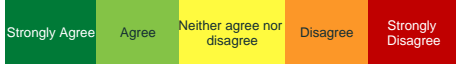
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	9	38	19	26	9	46%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	23	42	18	13		65%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	15	46	17	17		61%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	45	18	13		65%	59%	59%
Q3e. My performance is assessed against clear criteria	10	31	22	24	13	41%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	29	47	10	7		76%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	16	46	22	13		61%	63%	60%
Q3h. I have received appropriate training and development to do my job well	15	40	28	9	9	55%	63%	63%
Q3i. I have a strong desire to advance my career	42	33	17			75%	75%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

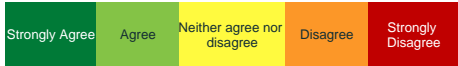
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13	31	20	19	16	45%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	22	39	31			61%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	36	46			8	81%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly		36	43		11	43%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	52	15			73%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	45	24			65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	43	34			59%	57%	53%
Q7j. My organisation is committed to developing its employees	22	45	17	11		67%	59%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

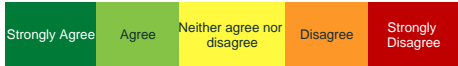
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Some key comparisons are provided.

MOBILITY	62% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	22	39	31		61%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	45	24		65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	43	34		59%	57%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

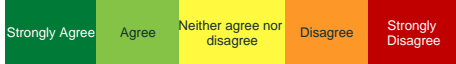
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>75%</b> RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	25    50    13    7	76%	68%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	24    50    16    7	74%	70%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY GROUPS	76% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	33	47	15		80%	81%	77%
Q8c. Age is not a barrier to success in my organisation	31	43	15		74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	25	41	31		67%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	32	43	22		75%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	41	41	11		83%	77%	74%

KEY







## EXPLORE THE FULL SURVEY RESULTS

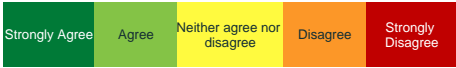
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	67% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		66%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		58%	60%	58%
Q1l. My workload is acceptable		51%	55%	55%
Q2e. I receive help and support from other members of my workgroup		82%	84%	80%
Q2f. There is good team spirit in my workgroup		74%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		74%	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.

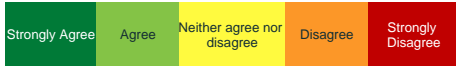
## ACTION ABOUT SURVEY RESULTS

**53%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

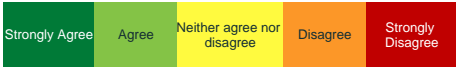
This section shows results for all the survey questions grouped by key themes.

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	60% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		76%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		44%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		59%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		62%	58%	46%
Better skills in my workgroup		21%	21%	27%
Improved career opportunities		62%	62%	52%
Improved learning and development opportunities		48%	48%	50%
Greater involvement in decision making		39%	34%	33%
Better pay and benefits		50%	56%	58%
Greater recognition for the work I do		37%	40%	45%
Better leadership from senior managers		43%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		22%	24%	27%
Better accountability for performance		17%	23%	25%
A better location		29%	20%	20%
More flexible working conditions		33%	39%	38%
Better work/life balance		41%	45%	46%
Improved facilities		13%	22%	30%
Improved technology and systems		26%	36%	38%
Better job security		24%	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
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		48%	61%	72%
No		46%	35%	24%
Don't Know		7%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		12%	16%	25%
No		78%	75%	64%
Don't Know		11%	9%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		36%	46%	63%
No		50%	51%	35%
Don't Know		14%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		24%	26%	35%
No		69%	68%	58%
Don't Know		7%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		11%	14%	20%
No		85%	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
<b>Q10e.</b> 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			54%	25%	23%
Your Immediate Manager/Supervisor			15%	21%	26%
A fellow worker at your level			15%	24%	25%
Other			8%	8%	4%
Prefer not to say			8%	13%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

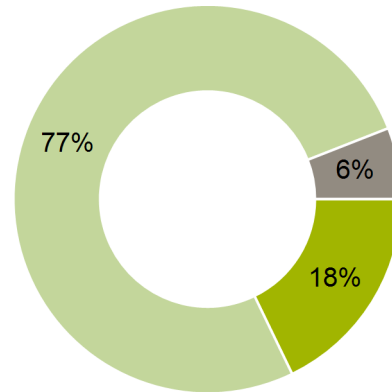
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		57%
Female		40%
Other		3%
<b>Age</b>		
<35		29%
35 - 54		63%
> 54		8%

# PROFILE OF RESPONDENTS

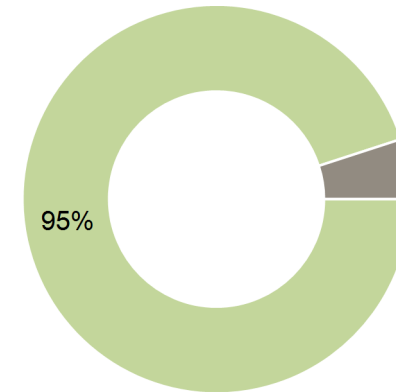


## PERSONAL PROFILES

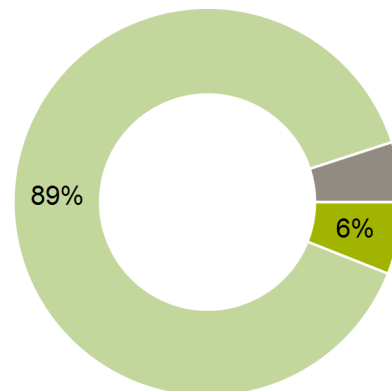
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



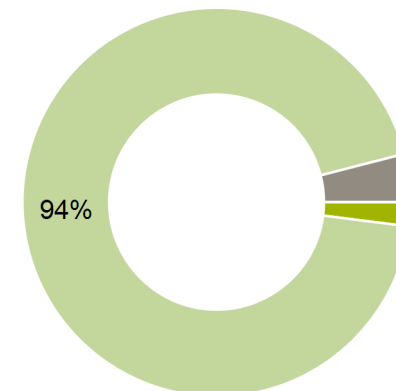
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		20%
1 - 2 years		12%
2 - 5 years		21%
5 - 10 years		30%
10 - 20 years		16%
More than 20 years		1%

# PROFILE OF RESPONDENTS



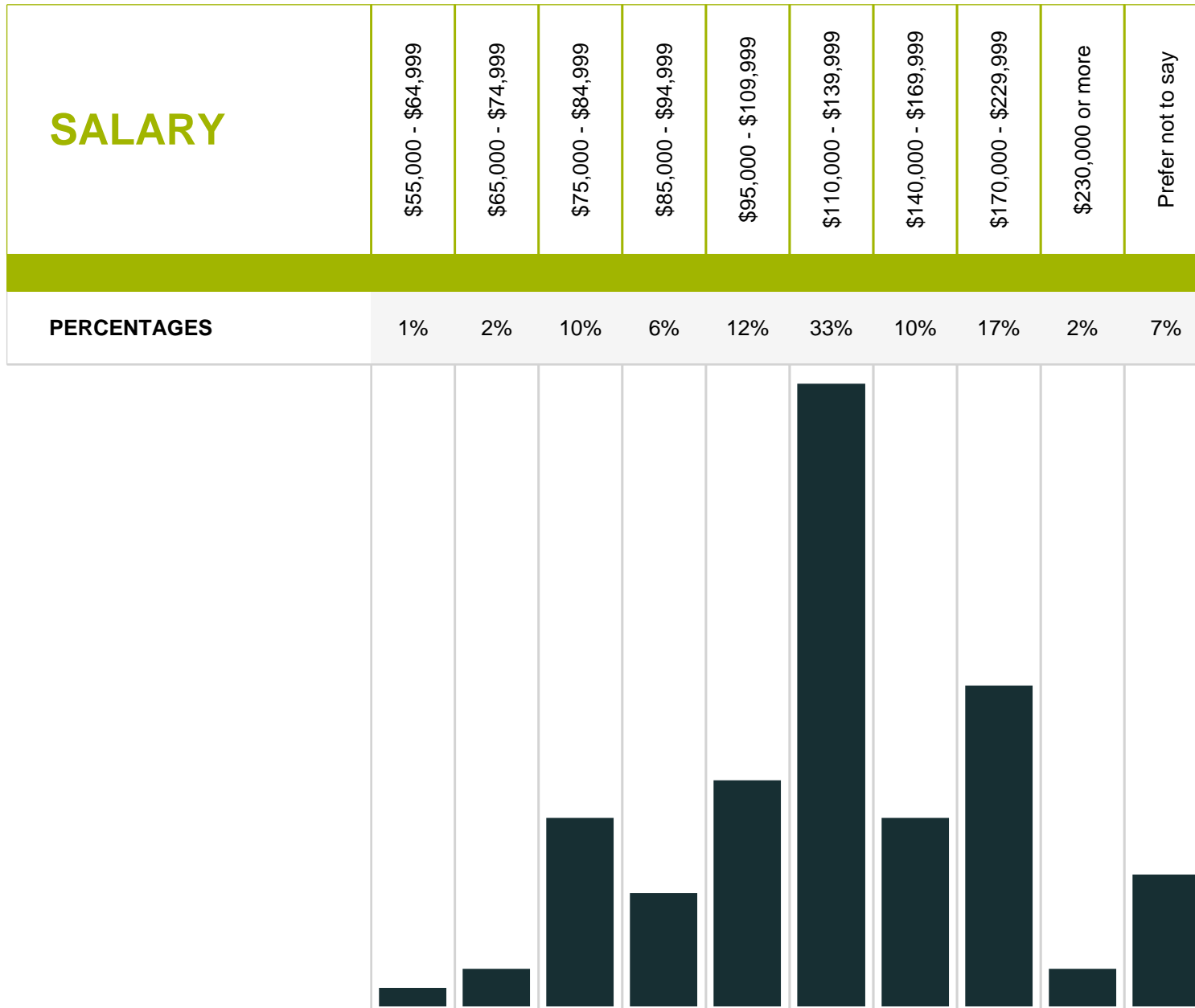
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		1%
Administrative support		2%
Corporate services	■	11%
Policy	■	40%
Research		2%
Program and project management support	■	20%
Legal (including developing and/or reviewing legislation)	■	4%
Other	■	19%

# 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.

	Independent Pricing and Regulatory Tribunal	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
<b>NUMBER OF RESPONDENTS</b>	128	1	0	3	13	49	3	24	5	23
<b>ENGAGEMENT</b>	65%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	59%	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	74%	(r)	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	75%	(r)	(r)	(r)	(r)	73%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	(r)	(r)	(r)	(r)	74%	(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.

	Independent Pricing and Regulatory Tribunal	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
<b>NUMBER OF RESPONDENTS</b>	128	0	0	0	1	2	12	7	15	40	12	20	3	9
<b>ENGAGEMENT</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	(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.

	Independent Pricing and Regulatory Tribunal	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	128	24	14	25	36	19	1
<b>ENGAGEMENT</b>	<b>65%</b>	(r)	(r)	(r)	<b>55%</b>	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>59%</b>	(r)	(r)	(r)	<b>49%</b>	(r)	(r)
<b>COMMUNICATION</b>	<b>73%</b>	(r)	(r)	(r)	<b>58%</b>	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>74%</b>	(r)	(r)	(r)	<b>67%</b>	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>75%</b>	(r)	(r)	(r)	<b>66%</b>	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>78%</b>	(r)	(r)	(r)	<b>67%</b>	(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.

	Independent Pricing and Regulatory Tribunal	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	128	0	3	11	20	26	19	20	9	6	3	1
<b>ENGAGEMENT</b>	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	(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.

	Independent Pricing and Regulatory Tribunal	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	128	68	48	3
<b>ENGAGEMENT</b>	65%	67%	65%	(r)
<b>SENIOR MANAGERS</b>	59%	70%	48%	(r)
<b>COMMUNICATION</b>	73%	78%	69%	(r)
<b>HIGH PERFORMANCE</b>	74%	75%	74%	(r)
<b>PUBLIC SECTOR VALUES</b>	75%	78%	74%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	81%	77%	(r)

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



WHAT'S NEXT?

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

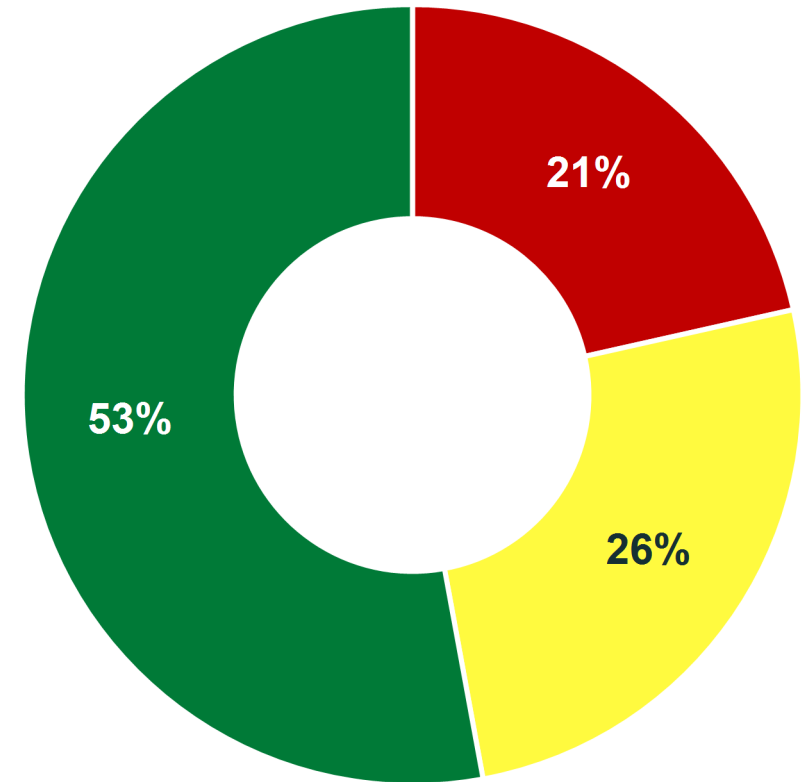
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

**53%**

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

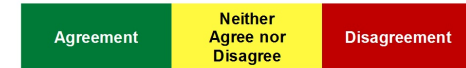
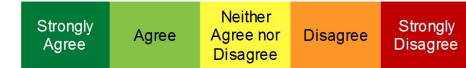
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%