# PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Accountant Teach

Accountant Police Officer

Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Librar

Worker Laboratory Technician Turner Plumber Electrical Zookeeper Cleaner

Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Cle

Russeum Guide Conserving Fitter Plumber Plu

Separate Agencies

Independent Transport Safety Regulator



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#### **CONTENTS OF REPORT**

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NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

#### **HEADLINES**

RESPONSE RATE

78%

47 RESPONSES
OUT OF 60 EMPLOYEES

ENGAGEMENT INDEX

72%

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**

<b>+</b>	HIGHEST AGREEMENT SCORING QUESTIONS	2016 AGREEMEI %
7k.	My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	96%
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	91%
2i.	People in my workgroup treat customers/clients with respect	91%
8b.	Cultural background is not a barrier to success in my organisation	91%
8e.	Sexual orientation is not a barrier to success in my organisation	89%
5k.	My manager treats employees with dignity and respect	87%
8a.	My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	87%
1b.	I have the tools I need to do my job effectively	85%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	85%

•	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMEI %
7f.	I feel that change is handled well in my organisation	24%
5n.	My manager appropriately deals with employees who perform poorly	289
3j.	I am satisfied with the opportunities available for career development in my organisation	329
15.	I believe action will be taken on the results from this survey by my organisation	389
6g.	I feel that senior managers keep employees informed about what's going on	439
9b.	I have confidence in the ways my organisation resolves grievances	469
6b.	I feel that senior leaders effectively lead and manage change	489
6d.	Senior managers encourage innovation by employees	489
7e.	My organisation is making the necessary improvements to meet our future challenges	50%
3k.	I would like to work in another agency within the NSW Public Sector during my career	519



#### 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	72%	RESPONSE S	SCALE	AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	33	41	22	74%	70%	68%	60%
Q7p. I am proud to tell others I work for my organisation	30	52	17	83%	72%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	39	33	24	72%	70%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	22	37 2	26 11	59%	66%	62%	55%
Q7s. My organisation inspires me to do the best in my job	20	43	22 11	63%	58%	61%	55%





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ENGAGEMENT WITH WORK	78%	RESPONSE	SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	23	49	13 11	72%	78%	76%
Q1h. I look for ways to perform my job more effectively	36	55		91%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	26	55	13	81%	79%	76%
Q1j. I am satisfied with my job at the present time	19	47	19 11	66%	65%	63%





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SENIOR MANAGERS	50% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11 46 17 24	57%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9 39 22 22 9	48%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	<b>11</b> 48 <b>17 22</b>	59%	57%	48%
Q6d. Senior managers encourage innovation by employees	<b>11</b> 37 <b>33 15</b>	48%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9 54 30	63%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	48 33 13	54%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9 35 33 20	43%	51%	44%
Q6h. I feel that senior managers listen to employees	11 43 24 20	54%	47%	39%
Q7f. I feel that change is handled well in my organisation	20 33 28 15	24%	42%	41%





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COMMUNICATION	70% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	36	45	15	81%	73%	69%
Q5f. My manager encourages and values employee input	36	45	15	81%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	24	53	11	78%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	9 35	33	20	43%	51%	44%
Q6h. I feel that senior managers listen to employees	11 43	24	20	54%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	59	11	83%	77%	69%





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HIGH PERFORMANCE	69%	RESPON	SE SC	CALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	36		55		91%	88%	90%
Q1b. I have the tools I need to do my job effectively	26	60		9	85%	71%	70%
Q1c. I get the information I need to do my job well	21	49		28	70%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	4	44		84%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	32	43		11 15	74%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	17	40	19	17	57%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	32	38		23	70%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	30	47		15 9	77%	80%	76%
Q3h. I have received appropriate training and development to do my job well	23	51		15 11	74%	63%	63%





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HIGH PERFORMANCE	69%	<b>,</b> RESPO	NSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15	60	17 9	74%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	15	38	34 11	53%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20	50	22	70%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	23	49	21	72%	73%	67%
Q6d. Senior managers encourage innovation by employees	11	37	33 15	48%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	54	30	63%	61%	52%
Q7d. My organisation focuses on improving the work we do	11	61	17 11	72%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	13	37	33 17	50%	63%	62%
Q7g. There is good co-operation between teams across our organisation	13	46	28 9	59%	48%	48%





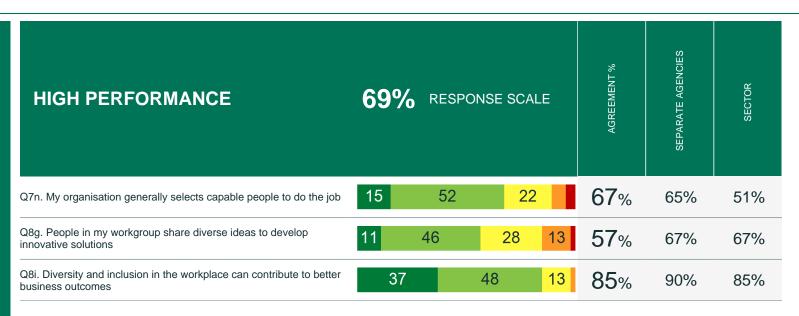


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PUBLIC SECTOR VALUES	69% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	23 49 17 <mark>11</mark>	72%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	<b>17</b> 40 <b>19 17</b>	57%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	<b>30</b> 53 <b>15</b>	83%	77%	67%
Q2h. People in my workgroup treat each other with respect	34 45 17	79%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	33 59 9	91%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	<b>15</b> 60 <b>17</b> 9	74%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	<b>15</b> 38 <b>34 11</b>	53%	60%	64%
Q5d. My manager listens to what I have to say	38 45 15	83%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	26 47 19 <mark>9</mark>	72%	70%	64%





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PUBLIC SECTOR VALUES	<b>69%</b> RESP	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q5k. My manager treats employees with dignity and respect	40	47 13	87%	82%	76%
Q5I. My manager talks to me about how the values apply to my work	19 34	40	53%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11 46	17 24	57%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	11 48	17 22	59%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	48	33 13	54%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9 35	33 20	43%	51%	44%
Q6h. I feel that senior managers listen to employees	<b>11</b> 43	24 20	54%	47%	39%
Q7a. My organisation provides high quality services	13 70	0 11	83%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	13 61	20	74%	83%	80%



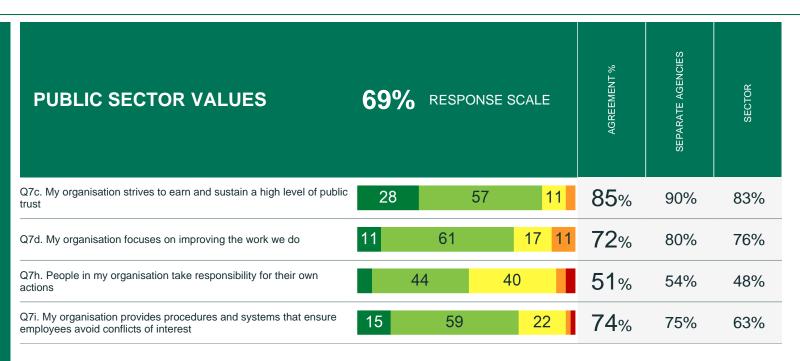


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DIVERSITY & INCLUSION	77%	RESPONSE	SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	26	47	19 9	72%	61%	59%
Q5d. My manager listens to what I have to say	38	45	15	83%	78%	73%
Q5f. My manager encourages and values employee input	36	45	15	81%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	28	49	17	77%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	26	47	19 9	72%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	30	39	22	70%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	28	59	9	87%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	11	46	28 13	57%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	59	11	83%	77%	69%



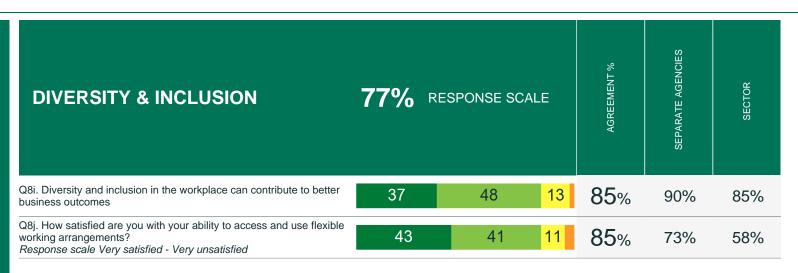


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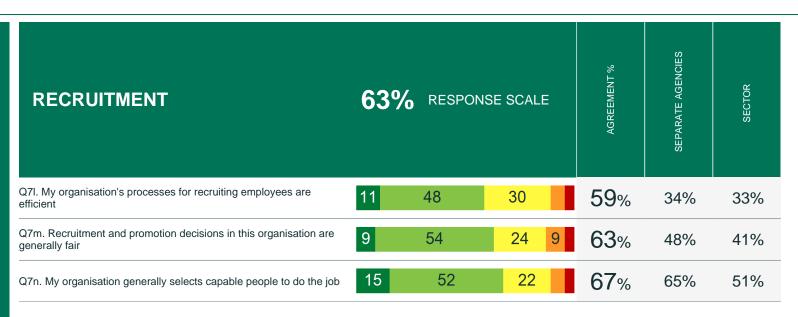


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EMPLOYEE VALUE PROPOSITION	56%	<b>∕₀</b> RESPO	NSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15	43	36		57%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	40	40	9	51%	57%	53%
Q7g. There is good co-operation between teams across our organisation	13	46	28	9	59%	48%	48%





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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	<b>13</b> 40 <b>17 28</b>	53%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	30 49 9 11	79%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	21 51 11 15	72%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	<b>17</b> 49 <b>21 13</b>	66%	59%	59%
Q3e. My performance is assessed against clear criteria	11   47   23   15	57%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	43 43 9	85%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	<b>17</b> 53 <b>21</b> 9	70%	63%	60%
Q3h. I have received appropriate training and development to do my job well	23 51 15 11	74%	63%	63%
Q3i. I have a strong desire to advance my career	30 30 30 9	60%	75%	69%





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PERFORMANCE FRAMEWORK & DEVELOPMENT	61%	RESPON:	SE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	28	32	19 17	32%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	30	21	32 13	51%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	34	45	17	79%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	9 19	49	13 11	28%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	43	30	64%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15	43	36	57%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	40	40 9	51%	57%	53%
Q7j. My organisation is committed to developing its employees	16	42	24 13	58%	59%	53%





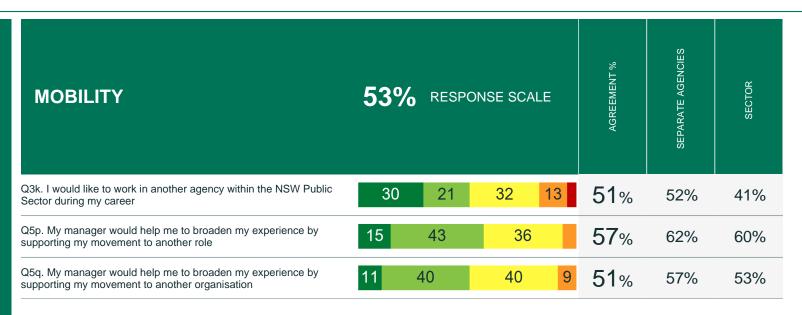


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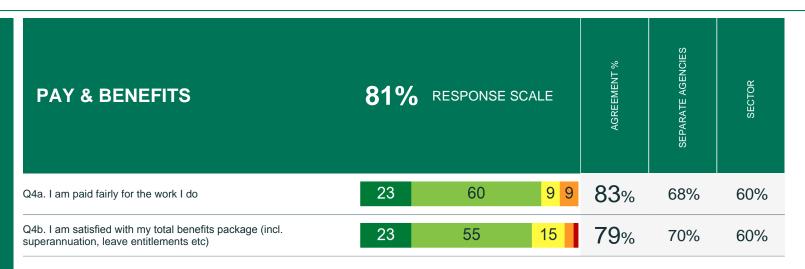


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DIVERSITY GROUPS	83%	RESPONSE SO	CALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	35	57	9	91%	81%	77%
Q8c. Age is not a barrier to success in my organisation	43	37	15	80%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	24	48	26	72%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	33	57	9	89%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	33	52	11	85%	77%	74%





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WORKPLACE SUPPORT	81%	RESPONSE S	SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	26	47	19 9	72%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level	28	53	11 9	81%	60%	58%
Q1I. My workload is acceptable	17	60	19	77%	55%	55%
Q2e. I receive help and support from other members of my workgroup	36	47	15	83%	84%	80%
Q2f. There is good team spirit in my workgroup	28	49	21	77%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	33	63		96%	72%	56%



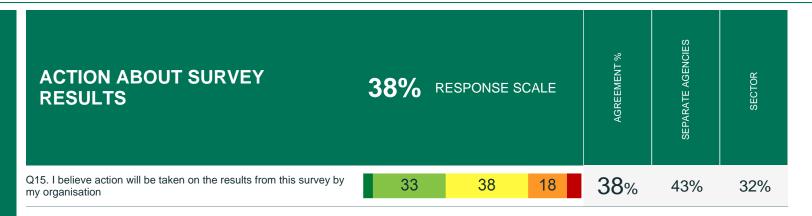


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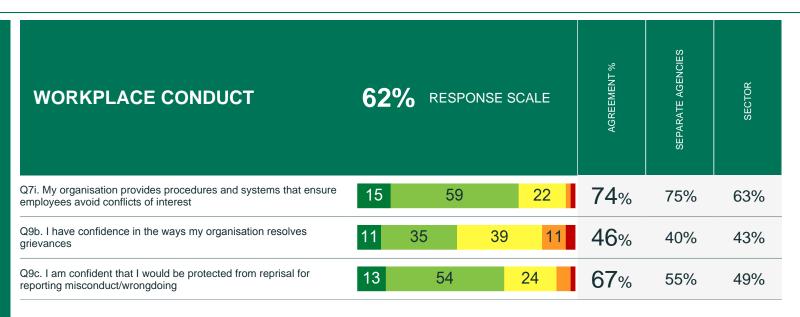


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MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public see	ctor?			
More interesting and challenging work		64%	58%	46%
Better skills in my workgroup		13%	21%	27%
Improved career opportunities		60%	62%	52%
Improved learning and development opportunities		42%	48%	50%
Greater involvement in decision making		40%	34%	33%
Better pay and benefits		53%	56%	58%
Greater recognition for the work I do		27%	40%	45%
Better leadership from senior managers		22%	34%	39%



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MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW publi	ic sector?			
Better leadership from my manager		22%	24%	27%
Better accountability for performance		27%	23%	25%
A better location	<u> </u>	2%	20%	20%
More flexible working conditions		22%	39%	38%
Better work/life balance		22%	45%	46%
Improved facilities		9%	22%	30%
Improved technology and systems		29%	36%	38%
Better job security		56%	39%	43%



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WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q9a. In the last 12 months I have read or referred to my organisa	ation's code of conduct			
Yes		51%	61%	72%
No		38%	35%	24%
Don't Know		11%	4%	4%



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UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR					
Q10a. In the last 12 months I have witnessed misconduct/wrongdo	oing at work								
Yes		5%	16%	25%					
No		89%	75%	64%					
Don't Know		7%	9%	11%					
Q10b. Have you reported the misconduct/wrongdoing you witness	Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?								
Yes	Yes The data for this question has been hidden for anonymity reasons.								
No	The data for this question has been hidden for anonymity reasons.								



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UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		13%	26%	35%
No		87%	68%	58%
Q10d. In the last 12 months I have been the subjected to bullying a	at work			
Yes	1	4%	14%	20%
No		93%	82%	75%
Don't Know	I	2%	4%	5%



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UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR			
<b>Q10e.</b> Please indicate the role of the person who has been the sor subjected to in the last 12 months.	urce of the most serious bullying you have been						
A fellow worker at your level	The data for this question has been hidde	The data for this question has been hidden for anonymity reasons.					
A subordinate	The data for this question has been hidde	n for anonymity re	easons.				

#### **TAKING ACTION**

1

**WHAT'S NEXT?** 

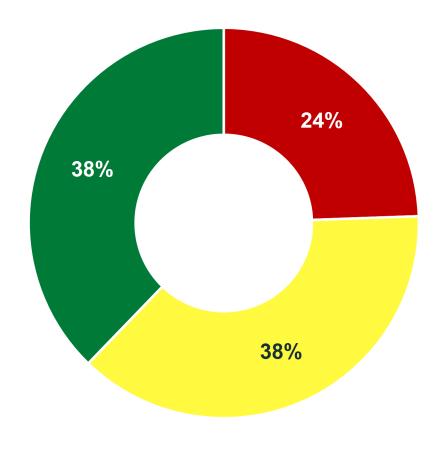
Sector employees have now given their feedback and these results show where actions and improvements are required.

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.

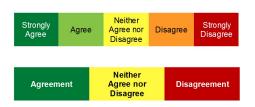
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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