PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Separate Agencies

Information and Privacy Commission

Public Service Commission

ORC INTERNATIONAL

CONTENTS OF REPORT

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

RESPONSE RATE

86%

18 RESPONSES OUT OF 21 EMPLOYEES

ENGAGEMENT INDEX

53%

| 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 %
2a.	My workgroup strives to achieve customer/client satisfaction	**100%**
2e.	I receive help and support from other members of my workgroup	**100%**
2i.	People in my workgroup treat customers/clients with respect	**100%**
3a.	I have a current performance plan that sets out my individual objectives	**100%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**100%**
1h.	I look for ways to perform my job more effectively	**94%**
5d.	My manager listens to what I have to say	**94%**
8a.	My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	**94%**
8b.	Cultural background is not a barrier to success in my organisation	**94%**
8c.	Age is not a barrier to success in my organisation	**94%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
3j.	I am satisfied with the opportunities available for career development in my organisation	**17%**
7o.	I would recommend my organisation as a great place to work	**18%**
15.	I believe action will be taken on the results from this survey by my organisation	**19%**
9b.	I have confidence in the ways my organisation resolves grievances	**24%**
5n.	My manager appropriately deals with employees who perform poorly	**25%**
1l.	My workload is acceptable	**28%**
7f.	I feel that change is handled well in my organisation	**35%**
7g.	There is good co-operation between teams across our organisation	**35%**
7q.	I feel a strong personal attachment to my organisation	**38%**
1k.	I am able to keep my work stress at an acceptable level	**39%**

ⓘ

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   **53%** RESPONSE SCALE

		AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	12 · 47 · 24 · 12	18%	69%	68%	60%
Q7p. I am proud to tell others I work for my organisation	12 · 29 · 41 · 12	41%	77%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	31 · 38 · 13 · 13	38%	38%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	12 · 41 · 29 · 12	53%	62%	62%	55%
Q7s. My organisation inspires me to do the best in my job	12 · 29 · 47	41%	62%	61%	55%

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

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Some key comparisons are provided.

ENGAGEMENT WITH WORK · 67% RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	11 / 56 / 22	67%	78%	76%
Q1h. I look for ways to perform my job more effectively	28 / 67	94%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	28 / 33 / 28 / 11	61%	79%	76%
Q1j. I am satisfied with my job at the present time	11 / 33 / 22 / 17 / 17	44%	65%	63%

KEY

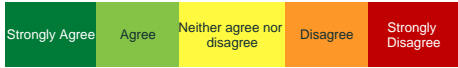| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS — 52% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18 / 29 / 12 / 24 / 18	47%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	19 / 31 / 13 / 19 / 19	50%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	18 / 41 / 18 / 18	59%	57%	48%
Q6d. Senior managers encourage innovation by employees	24 / 18 / 41 / 18	41%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	29 / 47 / 18	76%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	24 / 47 / 24	71%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 / 29 / 24 / 29	41%	51%	44%
Q6h. I feel that senior managers listen to employees	18 / 29 / 18 / 24 / 12	47%	47%	39%
Q7f. I feel that change is handled well in my organisation	35 / 35 / 12 / 18	35%	42%	41%

KEY

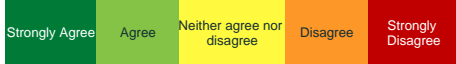| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION   70% RESPONSE SCALE

	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	17 / 67 / 17	83%	73%	69%
Q5f. My manager encourages and values employee input	17 / 72 / 11	89%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	17 / 56 / 28	72%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	12 / 29 / 24 / 29	41%	51%	44%
Q6h. I feel that senior managers listen to employees	18 / 29 / 18 / 24 / 12	47%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 65 / 12	82%	77%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

HIGH PERFORMANCE 71% RESPONSE SCALE

	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	33 / 44 / 11 / 11	78%	88%	90%
Q1b. I have the tools I need to do my job effectively	11 / 39 / 17 / 22 / 11	50%	71%	70%
Q1c. I get the information I need to do my job well	11 / 39 / 28 / 17	50%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	28 / 61 / 11	89%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	22 / 50 / 11 / 17	72%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	22 / 61 / 11	83%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	33 / 56	89%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	22 / 67 / 11	89%	80%	76%
Q3h. I have received appropriate training and development to do my job well	11 / 39 / 44	50%	63%	63%

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

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Some key comparisons are provided.

HIGH PERFORMANCE — 71% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	11 / 67 / 22	78%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	11 / 56 / 33	67%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17 / 67 / 11	83%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	31 / 50 / 19	81%	73%	67%
Q6d. Senior managers encourage innovation by employees	24 / 18 / 41 / 18	41%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	29 / 47 / 18	76%	61%	52%
Q7d. My organisation focuses on improving the work we do	24 / 53 / 12 / 12	76%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	18 / 35 / 24 / 18	53%	63%	62%
Q7g. There is good co-operation between teams across our organisation	35 / 29 / 24 / 12	35%	48%	48%

KEY

Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
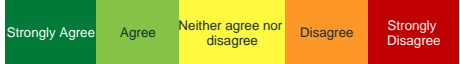
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HIGH PERFORMANCE — 71% RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	19 / 63 / 13	81%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	12 / 65 / 18	76%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	13 / 88	100%	90%	85%

KEY

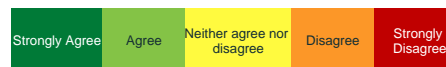| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 76% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	39 / 61	100%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	22 / 61 / 11	83%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	28 / 61 / 11	89%	77%	67%
Q2h. People in my workgroup treat each other with respect	28 / 56 / 11	83%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	44 / 56	100%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	11 / 67 / 22	78%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	11 / 56 / 33	67%	60%	64%
Q5d. My manager listens to what I have to say	22 / 72	94%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	39 / 50 / 11	89%	70%	64%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES 76% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5k. My manager treats employees with dignity and respect	44 / 44 / 13	88%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	25 / 44 / 25	69%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18 / 29 / 12 / 24 / 18	47%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	18 / 41 / 18 / 18	59%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	24 / 47 / 24	71%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 / 29 / 24 / 29	41%	51%	44%
Q6h. I feel that senior managers listen to employees	18 / 29 / 18 / 24 / 12	47%	47%	39%
Q7a. My organisation provides high quality services	18 / 71 / 12	88%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	18 / 59 / 18	76%	83%	80%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

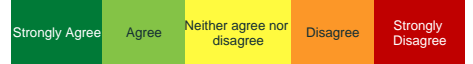**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 76% RESPONSE SCALE

	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust (29 / 59)	88%	90%	83%
Q7d. My organisation focuses on improving the work we do (24 / 53 / 12 / 12)	76%	80%	76%
Q7h. People in my organisation take responsibility for their own actions (41 / 29 / 24)	41%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest (24 / 59 / 12)	82%	75%	63%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
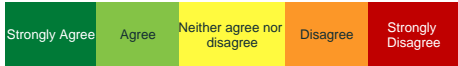
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Some key comparisons are provided.

DIVERSITY & INCLUSION   81% RESPONSE SCALE

Question	Graph	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	11 / 39 / 28 / 17	50%	61%	59%
Q5d. My manager listens to what I have to say	22 / 72	94%	78%	73%
Q5f. My manager encourages and values employee input	17 / 72 / 11	89%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	17 / 56 / 28	72%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	39 / 50 / 11	89%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	35 / 41 / 24	76%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	18 / 76	94%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	12 / 65 / 18	76%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	18 / 65 / 12	82%	77%	69%

KEY

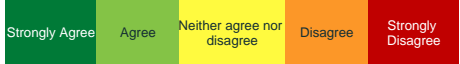| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION   81% RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	13 / 88	100%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	24 / 47 / 18	71%	73%	58%

KEY

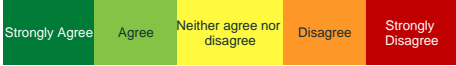| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT — 74% RESPONSE SCALE

Question	Responses	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	18 / 35 / 29 / 12	53%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	18 / 71 / 12	88%	48%	41%
Q7n. My organisation generally selects capable people to do the job	19 / 63 / 13	81%	65%	51%

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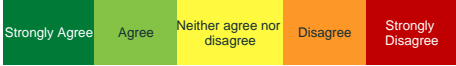
EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION **73%** RESPONSE SCALE

	Graph	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 / 69	94%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 / 75	94%	57%	53%
Q7g. There is good co-operation between teams across our organisation	35 / 29 / 24 / 12	35%	48%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

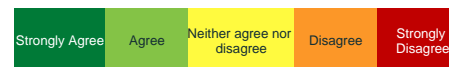## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

67% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	17 / 83	100%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	33 / 44 / 17	78%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	28 / 44 / 17	72%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	11 / 61 / 11 / 17	72%	59%	59%
Q3e. My performance is assessed against clear criteria	17 / 39 / 28 / 17	56%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	22 / 67	89%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	22 / 22 / 33 / 22	44%	63%	60%
Q3h. I have received appropriate training and development to do my job well	11 / 39 / 44	50%	63%	63%
Q3i. I have a strong desire to advance my career	50 / 28 / 11 / 11	78%	75%	69%

KEY

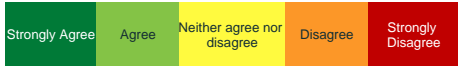| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

67% RESPONSE SCALE

	Responses	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11 / 33 / 44	17%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	33 / 44 / 22	78%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	25 / 50 / 13 / 13	75%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	25 / 56 / 19	25%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19 / 44 / 38	63%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 / 69	94%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 / 75	94%	57%	53%
Q7j. My organisation is committed to developing its employees	29 / 35 / 29	65%	59%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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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 — 88% RESPONSE SCALE

	Strongly Agree	Agree	Neither	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	33	44	22	78%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	69		94%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	75		94%	57%	53%

KEY

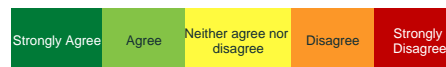| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PAY & BENEFITS	58% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	17	44	22	17	61%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	17	39	28	17	56%	70%	60%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY GROUPS   92% RESPONSE SCALE

	Response Scale	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	29 / 65	94%	81%	77%
Q8c. Age is not a barrier to success in my organisation	29 / 65	94%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	24 / 65 / 12	88%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24 / 65 / 12	88%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	29 / 65	94%	77%	74%

KEY

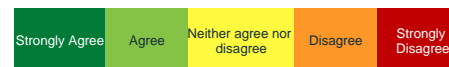| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT — 59% RESPONSE SCALE

	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work (11, 39, 28, 17)	50%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level (39, 22, 33)	39%	60%	58%
Q1l. My workload is acceptable (22, 28, 39)	28%	55%	55%
Q2e. I receive help and support from other members of my workgroup (39, 61)	100%	84%	80%
Q2f. There is good team spirit in my workgroup (22, 39, 22, 11)	61%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance (24, 53, 18)	76%	72%	56%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

19% RESPONSE SCALE

	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	19%	43%	32%

Response scale bar: 19 | 44 | 31

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.
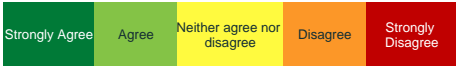
WORKPLACE CONDUCT	49% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	24	59	12	82%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	24	47	24	24%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	35	35	18	41%	55%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		59%	58%	46%
Better skills in my workgroup		24%	21%	27%
Improved career opportunities		76%	62%	52%
Improved learning and development opportunities		59%	48%	50%
Greater involvement in decision making		41%	34%	33%
Better pay and benefits		59%	56%	58%
Greater recognition for the work I do		47%	40%	45%
Better leadership from senior managers		35%	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		12%	24%	27%
Better accountability for performance		29%	23%	25%
A better location		18%	20%	20%
More flexible working conditions		29%	39%	38%
Better work/life balance		53%	45%	46%
Improved facilities		18%	22%	30%
Improved technology and systems		53%	36%	38%
Better job security		29%	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		88%	61%	72%
No		12%	35%	24%

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		53%	75%	64%
Don't Know		12%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			
No	The data for this question has been hidden for anonymity reasons.			
Don't Know	The data for this question has been hidden for anonymity reasons.			

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		71%	26%	35%
No		24%	68%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		41%	14%	20%
No		59%	82%	75%

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.			
Other	The data for this question has been hidden for anonymity reasons.			

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.
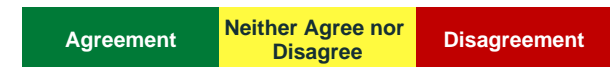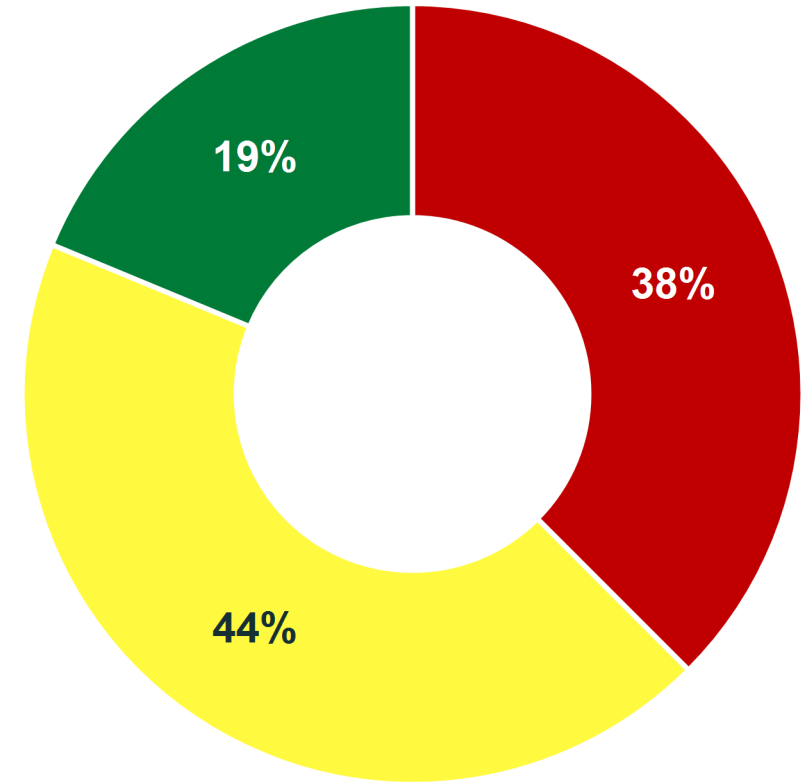
19%

of employees replied favourably to:

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

32%
SECTOR

19%

38%

44%

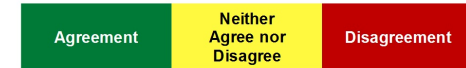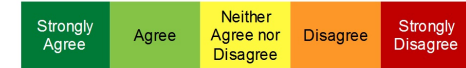| Agreement | Neither Agree nor Disagree | Disagreement |

GUIDE TO THIS REPORT

ℹ ANONYMITY RULES

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

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ℹ HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ℹ ROUNDING

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

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

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%