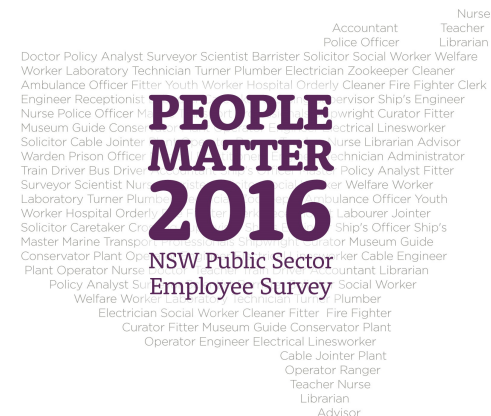


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

## Office of the Children's Guardian

## CONTENTS OF REPORT

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## RESPONSE RATE

# 45%

67 RESPONSES  
OUT OF 150 EMPLOYEES

## ENGAGEMENT INDEX

# 62%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**



## ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

## RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h.	I look for ways to perform my job more effectively	<b>96%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>88%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>86%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>86%</b>
8e.	Sexual orientation is not a barrier to success in my organisation	<b>84%</b>
8f.	Gender is not a barrier to success in my organisation	<b>83%</b>
2e.	I receive help and support from other members of my workgroup	<b>82%</b>
1a.	I understand what is expected of me to do well in my role	<b>81%</b>
2h.	People in my workgroup treat each other with respect	<b>81%</b>
2d.	People in my workgroup have the appropriate skills to do the job well	<b>80%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

5n.	My manager appropriately deals with employees who perform poorly	<b>22%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>24%</b>
3j.	I am satisfied with the opportunities available for career development in my organisation	<b>29%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>32%</b>
7j.	My organisation is committed to developing its employees	<b>32%</b>
3g.	I am able to access the right learning and development opportunities as required	<b>32%</b>
6a.	I believe senior managers provide clear direction for the future of the organisation	<b>33%</b>
7f.	I feel that change is handled well in my organisation	<b>33%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>33%</b>
6h.	I feel that senior managers listen to employees	<b>38%</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'.



## EXPLORE THE FULL SURVEY RESULTS

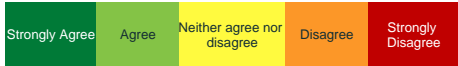
This section shows results for all the survey questions grouped by key themes.

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	62% RESPONSE SCALE				AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	14	38	29	13	52%	51%	68%	60%
Q7p. I am proud to tell others I work for my organisation	25	40	32		65%	63%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	14	40	35		54%	52%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16	32	30	17	48%	44%	62%	55%
Q7s. My organisation inspires me to do the best in my job	14	33	25	22	48%	41%	61%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

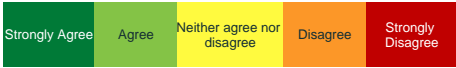
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<b>ENGAGEMENT WITH WORK</b> <span style="float: right;">74% RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		72%	78%	76%
Q1h. I look for ways to perform my job more effectively		96%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		67%	79%	76%
Q1j. I am satisfied with my job at the present time		63%	65%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

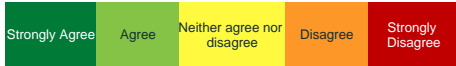
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SENIOR MANAGERS	39% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		33%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change		32%	49%	43%
Q6c. I feel that senior managers model the values of my organisation		40%	57%	48%
Q6d. Senior managers encourage innovation by employees		43%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		48%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		44%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		40%	51%	44%
Q6h. I feel that senior managers listen to employees		38%	47%	39%
Q7f. I feel that change is handled well in my organisation		33%	42%	41%

KEY





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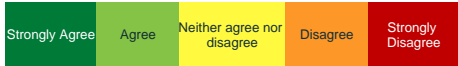
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COMMUNICATION	58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me		63%	73%	69%
Q5f. My manager encourages and values employee input		66%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		62%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		40%	51%	44%
Q6h. I feel that senior managers listen to employees		38%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	77%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

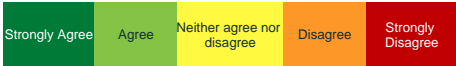
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Some key comparisons are provided.

	HIGH PERFORMANCE				63% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	33	48	9	7		81%	88%	90%
Q1b. I have the tools I need to do my job effectively	16	51	13	15		67%	71%	70%
Q1c. I get the information I need to do my job well	10	45	22	19		55%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	27	52	7	13		79%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	22	51	18	7		73%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	18	49	25	7		67%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	22	52	13	10		75%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	23	58	11	9		80%	80%	76%
Q3h. I have received appropriate training and development to do my job well		35	29	15	15	41%	63%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

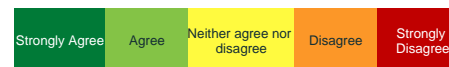
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Some key comparisons are provided.

	HIGH PERFORMANCE				63% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	18	44	21	15		62%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	16	36	27	16		52%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17	41	30	8		58%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	20	45	22	9		66%	73%	67%
Q6d. Senior managers encourage innovation by employees	10	33	22	21	14	43%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	39	29	10	13	48%	61%	52%
Q7d. My organisation focuses on improving the work we do	29	40	19	10		68%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	37	24	19		52%	63%	62%
Q7g. There is good co-operation between teams across our organisation	10	30	14	27	19	40%	48%	48%

### KEY





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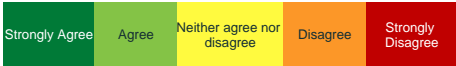
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Some key comparisons are provided.

	HIGH PERFORMANCE		63% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job				73%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions				63%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes				86%	90%	85%

KEY





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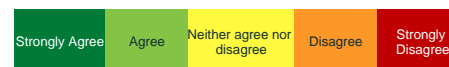
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	63% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	27	61	9		88%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	18	49	25	7	67%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	24	51	13	10	75%	77%	67%
Q2h. People in my workgroup treat each other with respect	25	55	15		81%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	33	53	9		86%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	18	44	21	15	62%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	16	36	27	16	52%	60%	64%
Q5d. My manager listens to what I have to say	23	49	17	8	72%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	18	52	20		71%	70%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

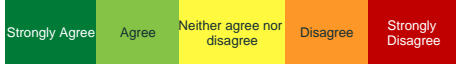
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	63% 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	30	48	11	8	3	78%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	14	30	28	20	8	44%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	24	17	35	14	33%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	15	26	27	18	15	40%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	32	24	22	10	44%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	33	19	13	29	40%	51%	44%
Q6h. I feel that senior managers listen to employees	8	30	25	19	17	38%	47%	39%
Q7a. My organisation provides high quality services	21	49	19	11	0	70%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	21	51	17	11	0	71%	83%	80%

KEY





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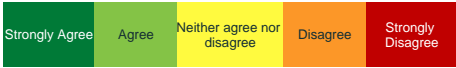
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	63% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	30	49	11	10	79%	90%	83%
Q7d. My organisation focuses on improving the work we do	29	40	19	10	68%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	10	48	22	17	57%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	46	29	10	59%	75%	63%

KEY





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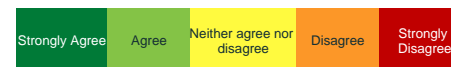
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	36	18	21	57%	61%	59%
Q5d. My manager listens to what I have to say	23	49	17	8	72%	78%	73%
Q5f. My manager encourages and values employee input	23	43	18	9	66%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	20	45	23	11	65%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	18	52	20		71%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	37	32	10	52%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	19	56	22		75%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	48	24	8	63%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	56	13	10	76%	77%	69%

### KEY





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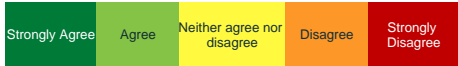
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Some key comparisons are provided.

DIVERSITY & INCLUSION		69% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		46	40	14	86%	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>		26	48	10	11	74%	73%	58%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

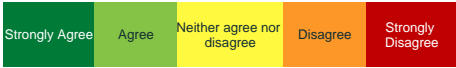
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Some key comparisons are provided.

RECRUITMENT	55% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		41%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		51%	48%	41%
Q7n. My organisation generally selects capable people to do the job		73%	65%	51%

KEY





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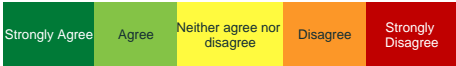
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	52%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	14	47	30	61%	62%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	40	35	54%	57%	53%		
Q7g. There is good co-operation between teams across our organisation	10	30	14	27	19	40%	48%	48%

KEY





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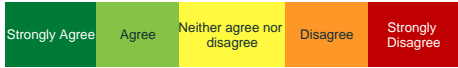
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		50%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		62%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		48%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		50%	59%	59%
Q3e. My performance is assessed against clear criteria		44%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		73%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		32%	63%	60%
Q3h. I have received appropriate training and development to do my job well		41%	63%	63%
Q3i. I have a strong desire to advance my career		77%	75%	69%

KEY





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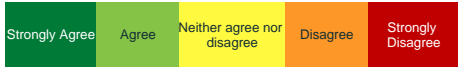
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PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		29%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		70%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		61%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly		22%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		49%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		61%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		54%	57%	53%
Q7j. My organisation is committed to developing its employees		32%	59%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

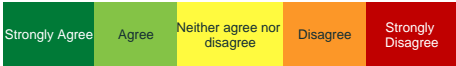
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MOBILITY	62% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	33	36	26		70%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	14	47	30		61%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	40	35		54%	57%	53%

KEY







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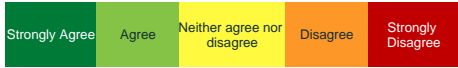
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Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>80%</b> RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	 80%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 79%	70%	60%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

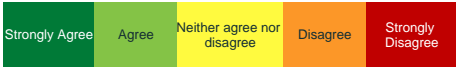
This section shows results for all the survey questions grouped by key themes.

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	78% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	25	52	19	78%	81%	77%
Q8c. Age is not a barrier to success in my organisation	19	56	21	75%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	19	51	24	70%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	25	59	14	84%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	27	56	13	83%	77%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

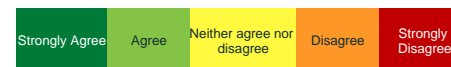
This section shows results for all the survey questions grouped by key themes.

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	70% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		57%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		67%	60%	58%
Q1l. My workload is acceptable		60%	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		78%	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.

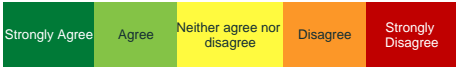
## ACTION ABOUT SURVEY RESULTS

**24%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

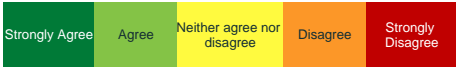
This section shows results for all the survey questions grouped by key themes.

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	49% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		59%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		33%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		56%	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		63%	58%	46%
Better skills in my workgroup		29%	21%	27%
Improved career opportunities		71%	62%	52%
Improved learning and development opportunities		75%	48%	50%
Greater involvement in decision making		40%	34%	33%
Better pay and benefits		56%	56%	58%
Greater recognition for the work I do		38%	40%	45%
Better leadership from senior managers		60%	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		27%	24%	27%
Better accountability for performance		27%	23%	25%
A better location		24%	20%	20%
More flexible working conditions		40%	39%	38%
Better work/life balance		37%	45%	46%
Improved facilities		25%	22%	30%
Improved technology and systems		30%	36%	38%
Better job security		43%	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		52%	61%	72%
No		43%	35%	24%
Don't Know		5%	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		15%	16%	25%
No		72%	75%	64%
Don't Know		13%	9%	11%
<b>Q10b.</b> 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.			



## 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		27%	26%	35%
No		63%	68%	58%
Don't Know		10%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		8%	14%	20%
No		90%	82%	75%
Don't Know		2%	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.				
Your Immediate Manager/Supervisor	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
Prefer not to say	The data for this question has been hidden for anonymity reasons.			



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

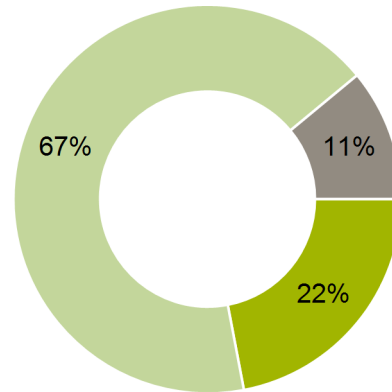
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		23%
Female		76%
Other		2%
<b>Age</b>		
<35		34%
35 - 54		60%
> 54		6%

# PROFILE OF RESPONDENTS

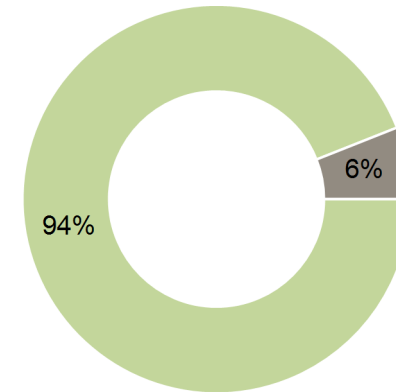


## PERSONAL PROFILES

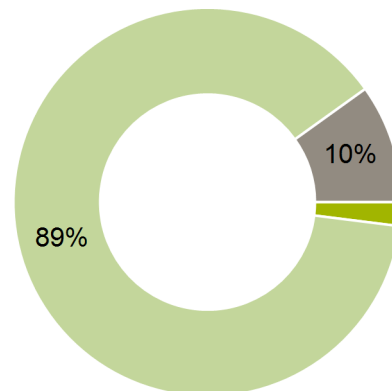
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



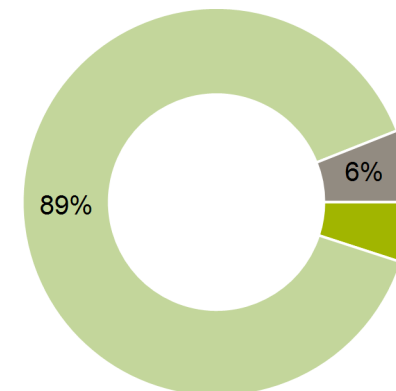
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		19%
1 - 2 years		11%
2 - 5 years		35%
5 - 10 years		24%
10 - 20 years		10%

# PROFILE OF RESPONDENTS



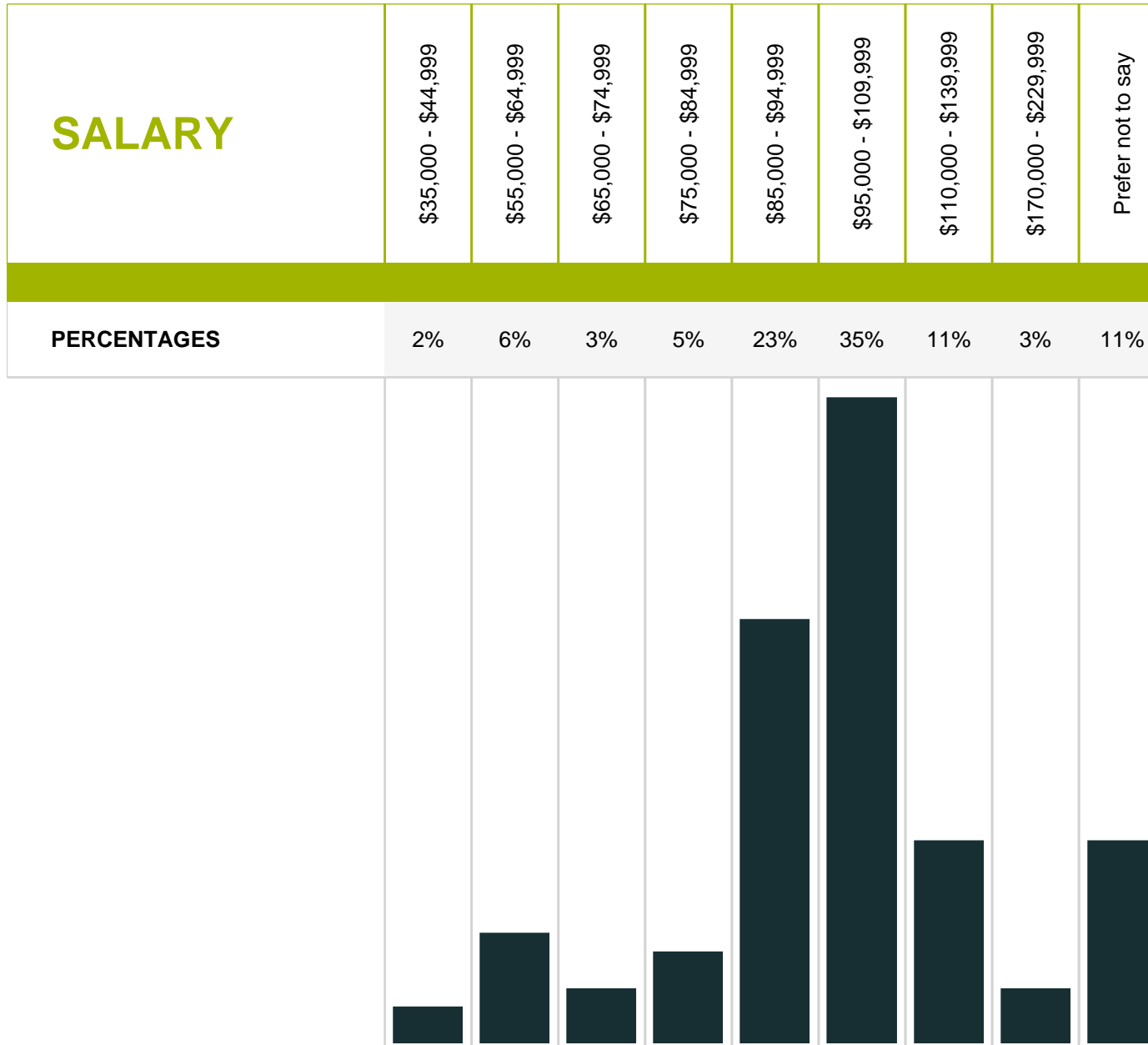
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		33%
Other service delivery work		13%
Administrative support		6%
Corporate services		8%
Policy		3%
Program and project management support		8%
Legal (including developing and/or reviewing legislation)		3%
Other		25%

# 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.

	Office of the Children's Guardian	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>	67	21	8	4	5	2	0	5	2	16
<b>ENGAGEMENT</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Office of the Children's Guardian	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>	67	0	1	0	4	2	3	14	22	7	0	2	0	7
<b>ENGAGEMENT</b>	<b>62%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>39%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>63%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>63%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>69%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Office of the Children's Guardian	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>	67	12	7	22	15	6	0
<b>ENGAGEMENT</b>	<b>62%</b>	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>39%</b>	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>63%</b>	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>63%</b>	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>69%</b>	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# RESULTS BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Office of the Children's Guardian	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>	67	0	1	9	11	15	6	9	7	3	0	1
<b>ENGAGEMENT</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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.

	Office of the Children's Guardian	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	67	14	47	1
<b>ENGAGEMENT</b>	62%	(r)	62%	(r)
<b>SENIOR MANAGERS</b>	39%	(r)	40%	(r)
<b>COMMUNICATION</b>	58%	(r)	57%	(r)
<b>HIGH PERFORMANCE</b>	63%	(r)	63%	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	63%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	69%	(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.

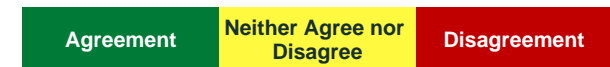
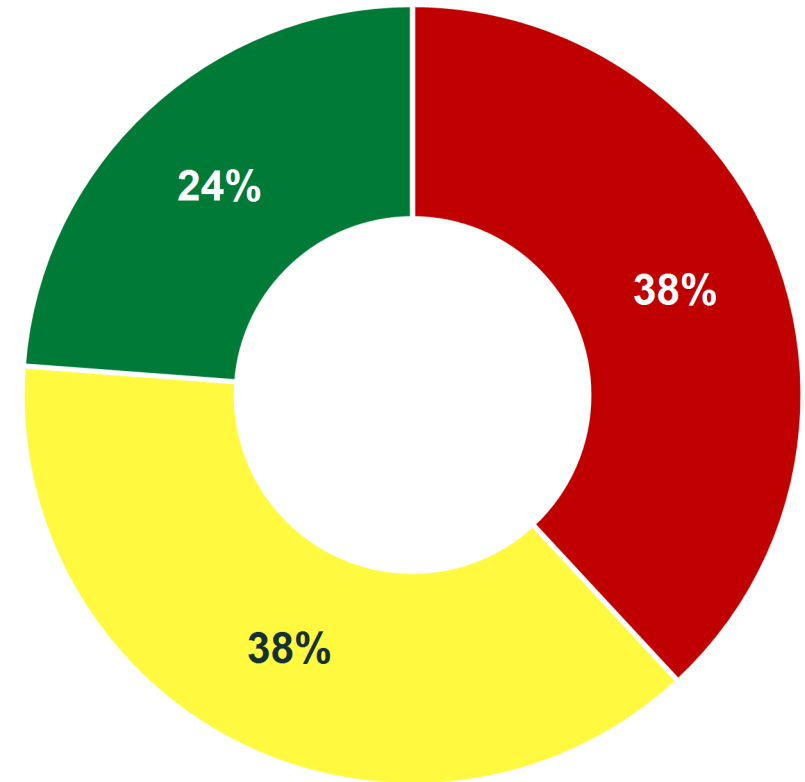
# 24%

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

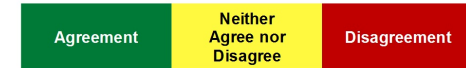
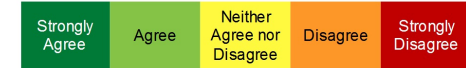
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%