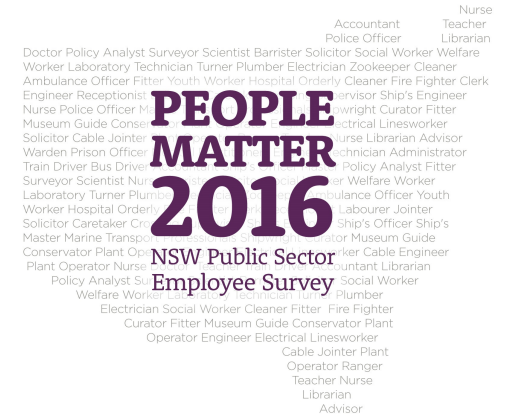


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

Ombudsman's Office

## CONTENTS OF REPORT

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## RESPONSE RATE

# 63%

145 RESPONSES  
OUT OF 232 EMPLOYEES

## ENGAGEMENT INDEX

# 80%

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  
%

7c.	My organisation strives to earn and sustain a high level of public trust	<b>99%</b>
7a.	My organisation provides high quality services	<b>98%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>97%</b>
7b.	My organisation strives to match services to customer/client needs	<b>96%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>95%</b>
1h.	I look for ways to perform my job more effectively	<b>95%</b>
7d.	My organisation focuses on improving the work we do	<b>95%</b>
8e.	Sexual orientation is not a barrier to success in my organisation	<b>95%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>95%</b>
1a.	I understand what is expected of me to do well in my role	<b>94%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

3j.	I am satisfied with the opportunities available for career development in my organisation	<b>38%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>46%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>46%</b>
1l.	My workload is acceptable	<b>52%</b>
7g.	There is good co-operation between teams across our organisation	<b>55%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>56%</b>
3e.	Myperformance is assessed against clear criteria	<b>58%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>61%</b>
7f.	I feel that change is handled well in my organisation	<b>62%</b>
6d.	Senior managers encourage innovation by employees	<b>62%</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

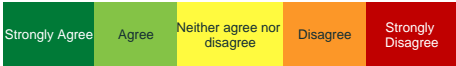
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	80% RESPONSE SCALE	AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work		85%	81%	68%	60%
Q7p. I am proud to tell others I work for my organisation		93%	86%	78%	68%
Q7q. I feel a strong personal attachment to my organisation		78%	80%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives		78%	78%	62%	55%
Q7s. My organisation inspires me to do the best in my job		77%	82%	61%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

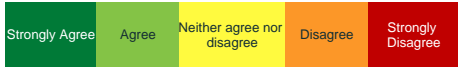
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>86%</b> RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	27 63 8	90%	78%
Q1h. I look for ways to perform my job more effectively	49 46	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	38 45 16	83%	79%
Q1j. I am satisfied with my job at the present time	20 57 8 12	77%	65%

KEY





## EXPLORE THE FULL SURVEY RESULTS

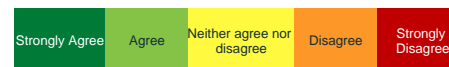
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Some key comparisons are provided.

SENIOR MANAGERS	70% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		74%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change		61%	49%	43%
Q6c. I feel that senior managers model the values of my organisation		76%	57%	48%
Q6d. Senior managers encourage innovation by employees		62%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		84%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		76%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		65%	51%	44%
Q6h. I feel that senior managers listen to employees		66%	47%	39%
Q7f. I feel that change is handled well in my organisation		62%	42%	41%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

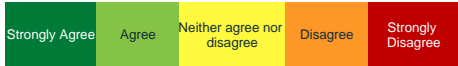
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Some key comparisons are provided.

COMMUNICATION	73% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	34	40	16		74%	73%	69%
Q5f. My manager encourages and values employee input	37	40	12	8	77%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	31	42	14	10	73%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	18	47	18	13	65%	51%	44%
Q6h. I feel that senior managers listen to employees	15	51	19	12	66%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	35	50	9		84%	77%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

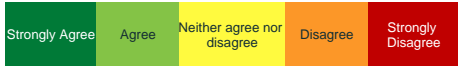
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Some key comparisons are provided.

	HIGH PERFORMANCE		81% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	39	55		94%	88%	90%
Q1b. I have the tools I need to do my job effectively	20	62	10 8	82%	71%	70%
Q1c. I get the information I need to do my job well	23	61	9 8	83%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	38	57		95%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	28	52	11	81%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	30	57	8	87%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	37	48	9	85%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	41	49		90%	80%	76%
Q3h. I have received appropriate training and development to do my job well	17	50	20 11	67%	63%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

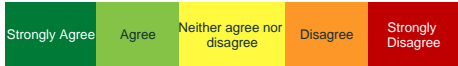
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Some key comparisons are provided.

HIGH PERFORMANCE	81% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	30	53	10		83%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	43	23	11	65%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	54	13	8	78%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	32	54	8		87%	73%	67%
Q6d. Senior managers encourage innovation by employees	17	45	24	12	62%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	32	51	8	7	84%	61%	52%
Q7d. My organisation focuses on improving the work we do	54	41			95%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	35	40	19		75%	63%	62%
Q7g. There is good co-operation between teams across our organisation	16	39	26	17	55%	48%	48%

KEY





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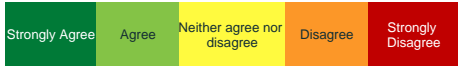
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Some key comparisons are provided.

	81% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	24	62	11	86%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	28	52	16	80%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	53	42		95%	90%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

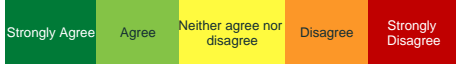
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		83% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		93%	85%	85%	
Q2b. People in my workgroup use time and resources efficiently		87%	72%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings		82%	77%	67%	
Q2h. People in my workgroup treat each other with respect		86%	82%	72%	
Q2i. People in my workgroup treat customers/clients with respect		97%	91%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		83%	73%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	60%	64%	
Q5d. My manager listens to what I have to say		83%	78%	73%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		79%	70%	64%	

KEY





## EXPLORE THE FULL SURVEY RESULTS

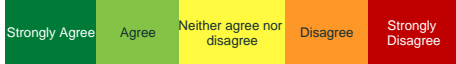
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	83% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	43	43	11		86%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	28	37	22	13	65%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	21	53	13	11	74%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	29	47	16		76%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	31	45	18		76%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	18	47	18	13	65%	51%	44%
Q6h. I feel that senior managers listen to employees	15	51	19	12	66%	47%	39%
Q7a. My organisation provides high quality services	60	38			98%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	57	39			96%	83%	80%

KEY





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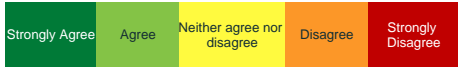
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	83% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		99%	90%	83%
Q7d. My organisation focuses on improving the work we do		95%	80%	76%
Q7h. People in my organisation take responsibility for their own actions		75%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		89%	75%	63%

KEY





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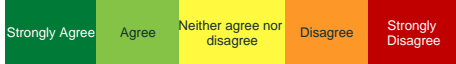
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Some key comparisons are provided.

DIVERSITY & INCLUSION	82% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	54	14	10	74%	61%	59%
Q5d. My manager listens to what I have to say	36	47	9		83%	78%	73%
Q5f. My manager encourages and values employee input	37	40	12	8	77%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	29	48	18		77%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	39	40	17		79%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	30	46	20		77%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	47	40	12		86%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	28	52	16		80%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	35	50	9		84%	77%	69%

KEY





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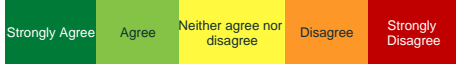
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Some key comparisons are provided.

DIVERSITY & INCLUSION	82% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	53	42	95%	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>	45	43	7	88%	73%	58%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

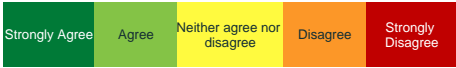
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Some key comparisons are provided.

RECRUITMENT	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	19	49	22	9	68%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	17	55	19		72%	48%	41%
Q7n. My organisation generally selects capable people to do the job	24	62	11		86%	65%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

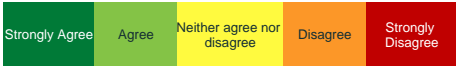
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	65%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	23	50	19	72%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	45	21	67%	57%	53%
Q7g. There is good co-operation between teams across our organisation	16	39	26	55%	48%	48%

### KEY





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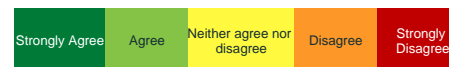
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	68% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		71%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		79%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		70%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		74%	59%	59%
Q3e. My performance is assessed against clear criteria		58%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		65%	63%	60%
Q3h. I have received appropriate training and development to do my job well		67%	63%	63%
Q3i. I have a strong desire to advance my career		76%	75%	69%

### KEY





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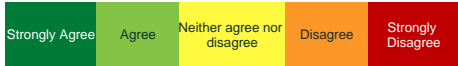
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	68% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10	28	31	24	8	38%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	31	38	23			68%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	32	50	11			82%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	11	35	41	9		46%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	26	45	17	9		71%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	23	50	19			72%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	45	21	7		67%	57%	53%
Q7j. My organisation is committed to developing its employees	23	45	19	12		68%	59%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

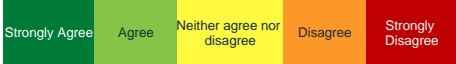
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Some key comparisons are provided.

MOBILITY	69% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	31	38	23		68%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	23	50	19		72%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	45	21	7	67%	57%	53%

KEY





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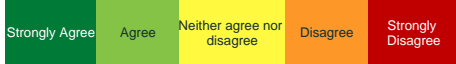
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<b>PAY &amp; BENEFITS</b> <span style="float: right;">79% RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	74%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	83%	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	90% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		91%	81%	77%
Q8c. Age is not a barrier to success in my organisation		91%	73%	71%
Q8d. Disability is not a barrier to success in my organisation		85%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		95%	81%	76%
Q8f. Gender is not a barrier to success in my organisation		90%	77%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

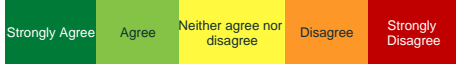
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		74%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		65%	60%	58%
Q1l. My workload is acceptable		52%	55%	55%
Q2e. I receive help and support from other members of my workgroup		88%	84%	80%
Q2f. There is good team spirit in my workgroup		79%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		91%	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

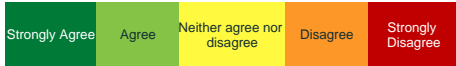
**46%** RESPONSE SCALE

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



	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	46%	43%	32%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

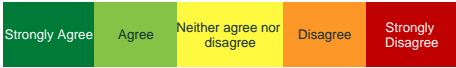
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		89%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		56%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		78%	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		16%	21%	27%
Improved career opportunities		62%	62%	52%
Improved learning and development opportunities		49%	48%	50%
Greater involvement in decision making		32%	34%	33%
Better pay and benefits		50%	56%	58%
Greater recognition for the work I do		36%	40%	45%
Better leadership from senior managers		22%	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		20%	24%	27%
Better accountability for performance		9%	23%	25%
A better location		13%	20%	20%
More flexible working conditions		34%	39%	38%
Better work/life balance		46%	45%	46%
Improved facilities		20%	22%	30%
Improved technology and systems		25%	36%	38%
Better job security		44%	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		73%	61%	72%
No		23%	35%	24%
Don't Know		4%	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		8%	16%	25%
No		89%	75%	64%
Don't Know		3%	9%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		50%	46%	63%
No		40%	51%	35%
Don't Know		10%	3%	2%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		12%	26%	35%
No		81%	68%	58%
Don't Know		7%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		9%	14%	20%
No		86%	82%	75%
Don't Know		5%	4%	5%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		38%	25%	23%
Your Immediate Manager/Supervisor		38%	21%	26%
A fellow worker at your level		8%	24%	25%
Prefer not to say		15%	13%	13%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

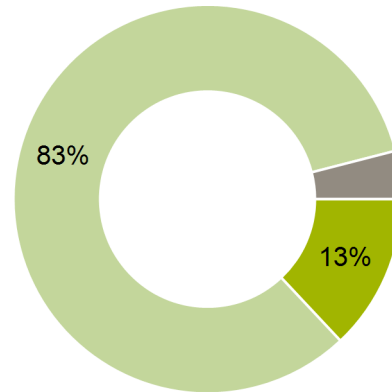
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		22%
Female		78%
<b>Age</b>		
<35		25%
35 - 54		64%
> 54		11%

# PROFILE OF RESPONDENTS

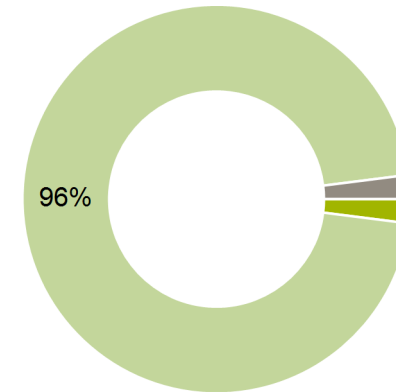


## PERSONAL PROFILES

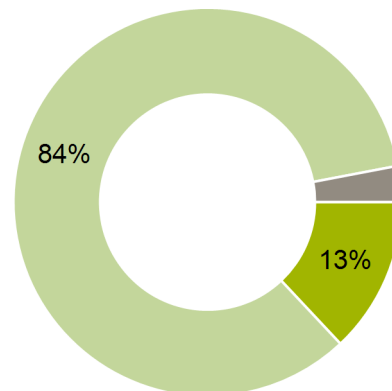
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



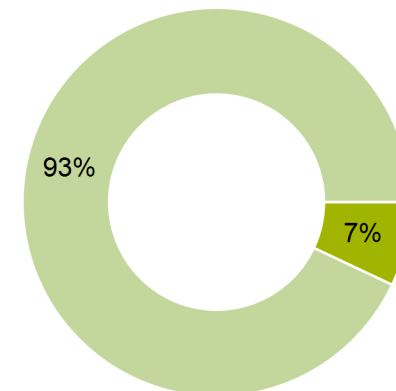
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		14%
1 - 2 years		16%
2 - 5 years		22%
5 - 10 years		19%
10 - 20 years		22%
More than 20 years		7%

# PROFILE OF RESPONDENTS



## WORK PROFILES

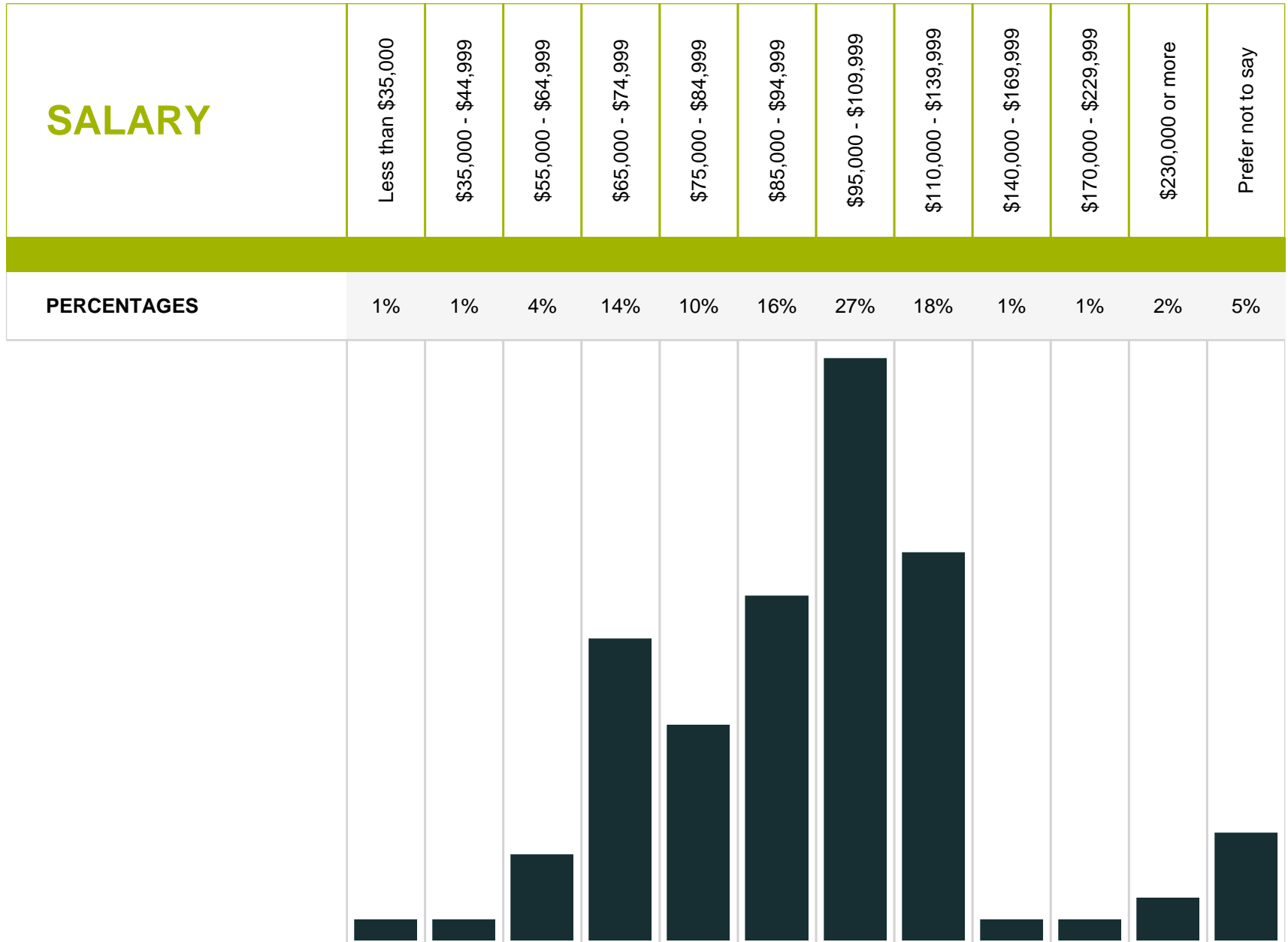
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		2%
Administrative support		13%
Corporate services		12%
Policy		9%
Research		4%
Program and project management support		7%
Legal (including developing and/or reviewing legislation)		8%
Other		25%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# 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.

	Ombudsman's Office	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>	145	28	3	18	16	13	5	10	11	35
<b>ENGAGEMENT</b>	<b>80%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>76%</b>
<b>SENIOR MANAGERS</b>	<b>70%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>62%</b>
<b>COMMUNICATION</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>66%</b>
<b>HIGH PERFORMANCE</b>	<b>81%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>76%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>83%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>76%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	<b>77%</b>

### 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.

	Ombudsman's Office	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>	145	1	2	0	6	19	14	22	37	25	1	2	3	7
<b>ENGAGEMENT</b>	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(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.

	Ombudsman's Office	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>	145	19	21	30	26	30	9
<b>ENGAGEMENT</b>	80%	(r)	(r)	79%	(r)	78%	(r)
<b>SENIOR MANAGERS</b>	70%	(r)	(r)	68%	(r)	62%	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	72%	(r)	64%	(r)
<b>HIGH PERFORMANCE</b>	81%	(r)	(r)	79%	(r)	80%	(r)
<b>PUBLIC SECTOR VALUES</b>	83%	(r)	(r)	84%	(r)	79%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	82%	(r)	(r)	85%	(r)	75%	(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.

	Ombudsman's Office	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>	145	0	3	13	18	27	10	26	26	8	5	2
<b>ENGAGEMENT</b>	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	82%	(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.

	Ombudsman's Office	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	145	30	107	0
<b>ENGAGEMENT</b>	<b>80%</b>	<b>76%</b>	<b>81%</b>	<b>(r)</b>
<b>SENIOR MANAGERS</b>	<b>70%</b>	<b>68%</b>	<b>69%</b>	<b>(r)</b>
<b>COMMUNICATION</b>	<b>73%</b>	<b>79%</b>	<b>71%</b>	<b>(r)</b>
<b>HIGH PERFORMANCE</b>	<b>81%</b>	<b>79%</b>	<b>82%</b>	<b>(r)</b>
<b>PUBLIC SECTOR VALUES</b>	<b>83%</b>	<b>82%</b>	<b>83%</b>	<b>(r)</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	<b>84%</b>	<b>82%</b>	<b>(r)</b>

**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.

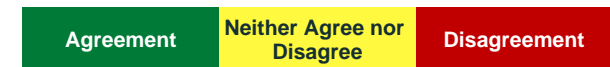
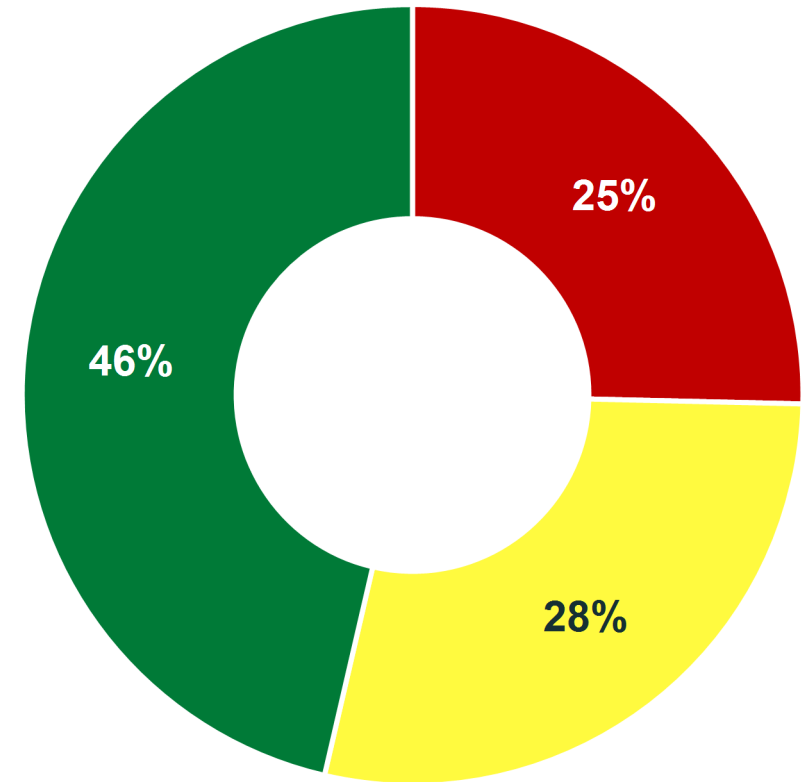
# 46%

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

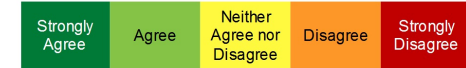
## **i** ANONYMITY RULES

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

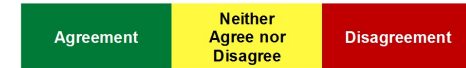
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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



## **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%