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## RESPONSE RATE

# >100%

136 RESPONSES  
OUT OF 130 EMPLOYEES

RESPONSE RATE ABOVE 100%. SEE NOTES

## ENGAGEMENT INDEX

# 72%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**



## ENGAGEMENT

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

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

## RESPONSE RATE

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

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h. I look for ways to perform my job more effectively	<b>95%</b>
2i. People in my workgroup treat customers/clients with respect	<b>94%</b>
3c. I have scheduled feedback conversations with my manager throughout the year	<b>92%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>91%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>91%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>90%</b>
3a. I have a current performance plan that sets out my individual objectives	<b>90%</b>
2h. People in my workgroup treat each other with respect	<b>90%</b>
5k. My manager treats employees with dignity and respect	<b>89%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>89%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l. My organisation's processes for recruiting employees are efficient	<b>47%</b>
7g. There is good co-operation between teams across our organisation	<b>50%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>51%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>54%</b>
7q. I feel a strong personal attachment to my organisation	<b>58%</b>
7f. I feel that change is handled well in my organisation	<b>59%</b>
7h. People in my organisation take responsibility for their own actions	<b>61%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>62%</b>
6h. I feel that senior managers listen to employees	<b>63%</b>
3h. I have received appropriate training and development to do my job well	<b>64%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Public Service Commission, using the same key question groups.

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

	Public Service Commission	Commissioner/Communication s/Legal/Sector Performance	Corporate	Deputy Commissioner/Reform	HR Practice	Workforce Information	Workforce Management Systems	Leadership & Values
<b>NUMBER OF RESPONDENTS</b>	136	15	22	11	21	18	18	24
<b>ENGAGEMENT</b>	72%	75%	70%	76%	67%	76%	73%	71%
<b>SENIOR MANAGERS</b>	68%	65%	59%	84%	72%	72%	64%	68%
<b>COMMUNICATION</b>	76%	76%	64%	86%	81%	82%	79%	73%
<b>HIGH PERFORMANCE</b>	79%	78%	71%	89%	79%	86%	81%	77%
<b>PUBLIC SECTOR VALUES</b>	80%	80%	72%	90%	83%	84%	81%	79%
<b>DIVERSITY &amp; INCLUSION</b>	82%	85%	73%	88%	84%	89%	80%	79%

**KEY**

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## EXPLORE THE FULL SURVEY RESULTS

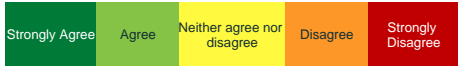
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	72% RESPONSE SCALE				AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	33	41	16	8	74%	69%	68%	60%
Q7p. I am proud to tell others I work for my organisation	35	43	17		78%	77%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	30	27	30	10	58%	60%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	30	39	23		69%	65%	62%	55%
Q7s. My organisation inspires me to do the best in my job	27	41	23		68%	64%	61%	55%

KEY





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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;">79% 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		95%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	79%	76%
Q1j. I am satisfied with my job at the present time		70%	65%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

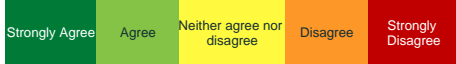
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SENIOR MANAGERS	68% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	51	16		75%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	21	47	17	13	68%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	23	45	23		68%	57%	48%
Q6d. Senior managers encourage innovation by employees	22	44	23	8	66%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	47	15	8	76%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	26	43	24		69%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	21	46	17	13	66%	51%	44%
Q6h. I feel that senior managers listen to employees	21	42	24	11	63%	47%	39%
Q7f. I feel that change is handled well in my organisation	17	42	26	13	59%	42%	41%

KEY







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Some key comparisons are provided.

COMMUNICATION	76% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me		81%	73%	69%
Q5f. My manager encourages and values employee input		85%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		82%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		66%	51%	44%
Q6h. I feel that senior managers listen to employees		63%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		81%	77%	69%

KEY





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Some key comparisons are provided.

	HIGH PERFORMANCE				79% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	41	43	12		84%	88%	90%	
Q1b. I have the tools I need to do my job effectively	21	55	12	10	76%	71%	70%	
Q1c. I get the information I need to do my job well	24	46	20	10	70%	70%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	51			91%	89%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	43	42	9		85%	73%	69%	
Q2b. People in my workgroup use time and resources efficiently	30	54	11		84%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	45	43			88%	76%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	36	50	7		86%	80%	76%	
Q3h. I have received appropriate training and development to do my job well	23	41	23	9	64%	63%	63%	

KEY





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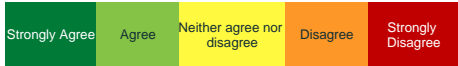
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	79% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	43	45			88%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	35	42	17		77%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	37	46	11		83%	69%	65%
Q5j. I have confidence in the decisions my line manager makes	52	32	10		84%	73%	67%
Q6d. Senior managers encourage innovation by employees	22	44	23	8	66%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	47	15	8	76%	61%	52%
Q7d. My organisation focuses on improving the work we do	45	45	8		89%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	38	40	15		78%	63%	62%
Q7g. There is good co-operation between teams across our organisation	12	38	25	20	50%	48%	48%

KEY





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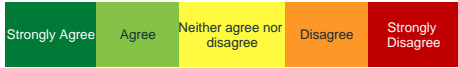
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Some key comparisons are provided.

	79% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	23	53	15	9	76%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	48	22		71%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	53	38	9		91%	90%	85%

KEY





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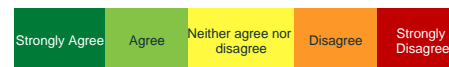
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		80% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction		50	41	90%	85%	85%	
Q2b. People in my workgroup use time and resources efficiently		30	54	11	84%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		45	37	11	82%	77%	67%
Q2h. People in my workgroup treat each other with respect		50	39	9	90%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect		54	40	6	94%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		43	45	12	88%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		35	42	17	77%	60%	64%
Q5d. My manager listens to what I have to say		50	36	10	86%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		50	36	10	86%	70%	64%

### KEY





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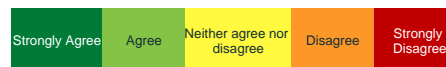
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	80% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	58	32			89%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	35	30	22	10	65%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	51	16		75%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	23	45	23		68%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	26	43	24		69%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	21	46	17	13	66%	51%	44%
Q6h. I feel that senior managers listen to employees	21	42	24	11	63%	47%	39%
Q7a. My organisation provides high quality services	40	48	8		89%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	40	47	8		87%	83%	80%

### KEY





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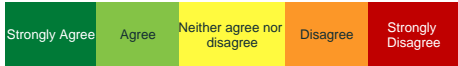
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PUBLIC SECTOR VALUES		80% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust		49	40	8	89%	90%	83%	
Q7d. My organisation focuses on improving the work we do		45	45	8	89%	80%	76%	
Q7h. People in my organisation take responsibility for their own actions		15	47	25	8	61%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		30	48	17	78%	75%	63%	

KEY





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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	34	39	16	9	73%	61%	59%
Q5d. My manager listens to what I have to say	50	36			86%	78%	73%
Q5f. My manager encourages and values employee input	49	36	8		85%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	44	36	11		80%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	50	36	10		86%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	38	40	17		78%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	35	55			89%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	48	22		71%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	28	52	15		81%	77%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

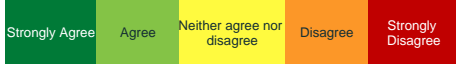
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Some key comparisons are provided.

DIVERSITY & INCLUSION		82% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	53	38	9	91%	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>	39	39	11	8	78%	73%	58%

### KEY





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Some key comparisons are provided.

RECRUITMENT	63% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	38	27	19	47%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	18	49	24		66%	48%	41%
Q7n. My organisation generally selects capable people to do the job	23	53	15	9	76%	65%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

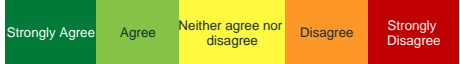
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	67%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	42	20	77%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	40	20	74%	57%	53%
Q7g. There is good co-operation between teams across our organisation	12	38	25	50%	48%	48%

KEY





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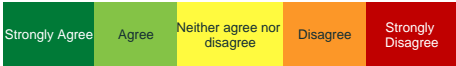
Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**76%** RESPONSE SCALE

		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		90%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		88%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		92%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		77%	59%	59%
Q3e. My performance is assessed against clear criteria		71%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		84%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		71%	63%	60%
Q3h. I have received appropriate training and development to do my job well		64%	63%	63%
Q3i. I have a strong desire to advance my career		88%	75%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

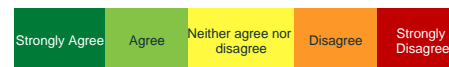
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PERFORMANCE FRAMEWORK & DEVELOPMENT	76% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	16	38	21	18	7	54%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	40	35	16	7		75%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	42	42	8			85%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	23	39	30			62%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	34	42	14			76%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	42	20			77%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	40	20			74%	57%	53%
Q7j. My organisation is committed to developing its employees	22	48	18	8		70%	59%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

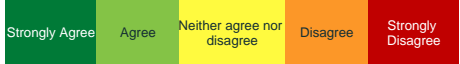
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Some key comparisons are provided.

MOBILITY	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	40	35	16	7	75%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	42	20		77%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	34	40	20		74%	57%	53%

### KEY





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Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right; font-weight: normal;">78% RESPONSE SCALE</span>	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span style="background-color: #008000; color: white; padding: 2px 5px;">27</span> <span style="background-color: #90EE90; color: white; padding: 2px 5px;">51</span> <span style="background-color: #FFFF00; color: white; padding: 2px 5px;">16</span> <span style="background-color: #FF4500; color: white; padding: 2px 5px;">7</span> </div>	<b>78%</b>	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span style="background-color: #008000; color: white; padding: 2px 5px;">25</span> <span style="background-color: #90EE90; color: white; padding: 2px 5px;">53</span> <span style="background-color: #FFFF00; color: white; padding: 2px 5px;">10</span> <span style="background-color: #FF4500; color: white; padding: 2px 5px;">7</span> </div>	<b>78%</b>	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	83% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	37	47	15	84%	81%	77%
Q8c. Age is not a barrier to success in my organisation	32	45	19	76%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	29	48	20	77%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	40	47	12	87%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	40	50	10	89%	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	77% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		73%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		68%	60%	58%
Q1l. My workload is acceptable		69%	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		83%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		82%	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.

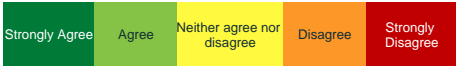
## ACTION ABOUT SURVEY RESULTS

**75%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

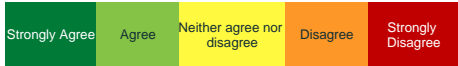
This section shows results for all the survey questions grouped by key themes.

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	67% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	30	48	17	78%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	17	34	43	51%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	28	44	25	72%	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		69%	58%	46%
Better skills in my workgroup		16%	21%	27%
Improved career opportunities		72%	62%	52%
Improved learning and development opportunities		57%	48%	50%
Greater involvement in decision making		41%	34%	33%
Better pay and benefits		52%	56%	58%
Greater recognition for the work I do		30%	40%	45%
Better leadership from senior managers		32%	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. What factors would motivate you to stay in the NSW public sector?</b>				
Better leadership from my manager		22%	24%	27%
Better accountability for performance		22%	23%	25%
A better location		16%	20%	20%
More flexible working conditions		43%	39%	38%
Better work/life balance		44%	45%	46%
Improved facilities		19%	22%	30%
Improved technology and systems		43%	36%	38%
Better job security		28%	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		80%	61%	72%
No		18%	35%	24%
Don't Know		2%	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		11%	16%	25%
No		78%	75%	64%
Don't Know		10%	9%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	46%	63%
No		43%	51%	35%



## 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		17%	26%	35%
No		78%	68%	58%
Don't Know		5%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		12%	14%	20%
No		83%	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		13%	25%	23%
Your Immediate Manager/Supervisor		33%	21%	26%
A fellow worker at your level		40%	24%	25%
Other		7%	8%	4%
Prefer not to say		7%	13%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

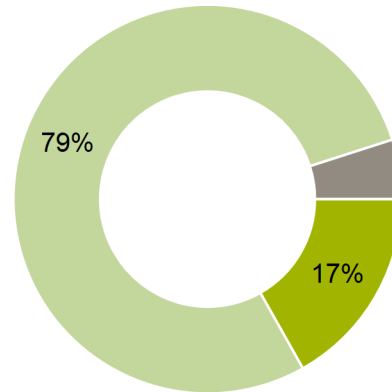
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		34%
Female		65%
Other		2%
<b>Age</b>		
<35		31%
35 - 54		57%
> 54		12%

# PROFILE OF RESPONDENTS

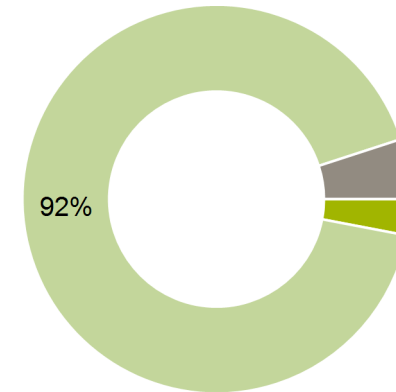


## PERSONAL PROFILES

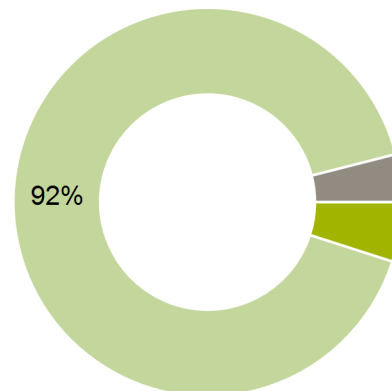
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



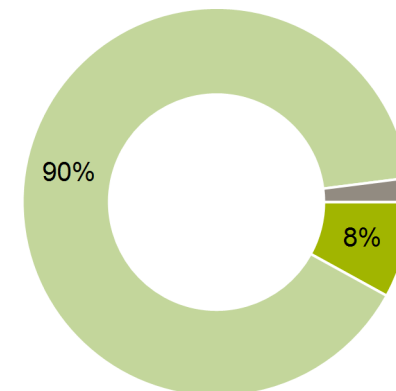
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		33%
1 - 2 years		25%
2 - 5 years		32%
5 - 10 years		6%
10 - 20 years		2%
More than 20 years		2%

# PROFILE OF RESPONDENTS



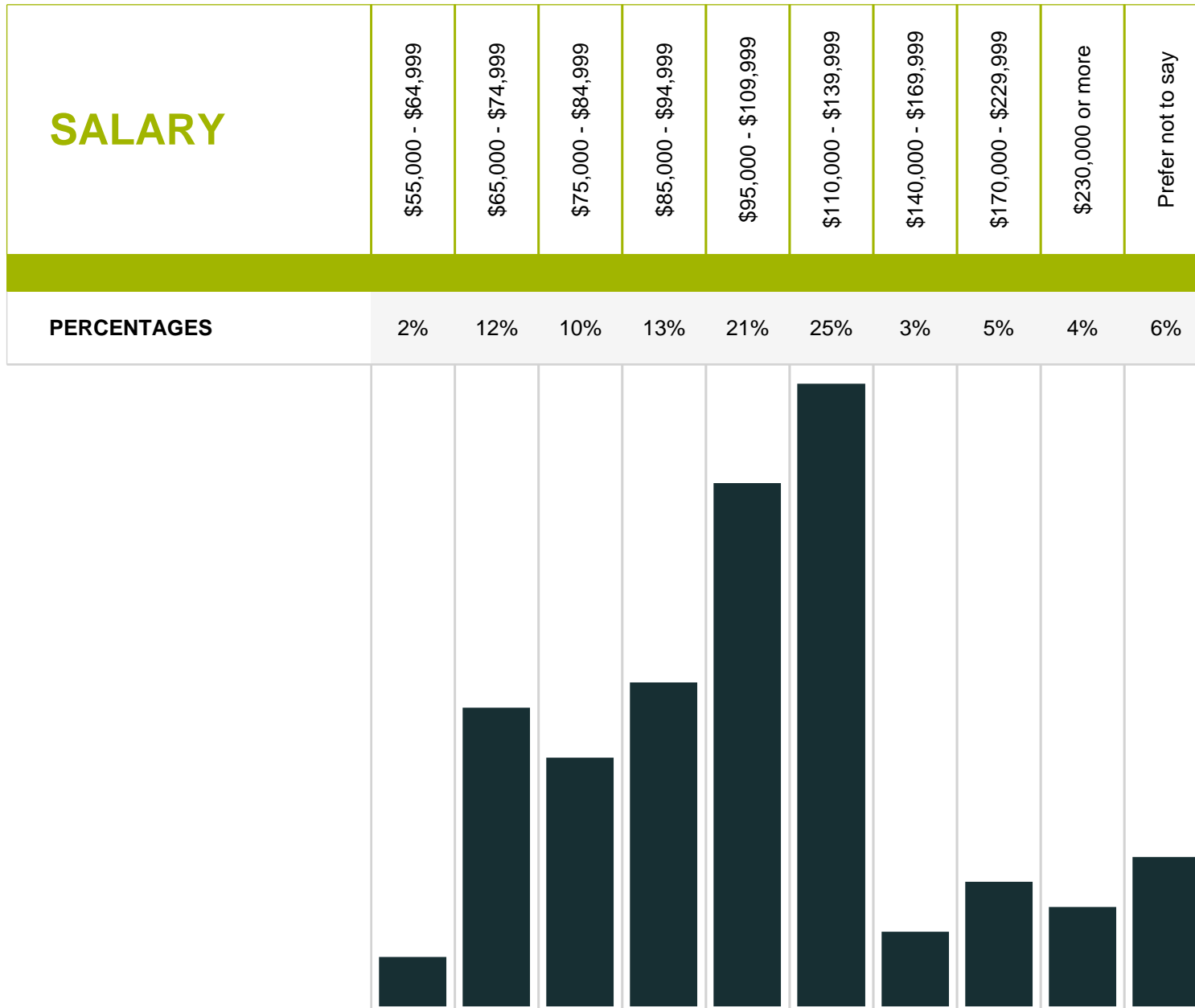
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		5%
Other service delivery work		5%
Administrative support		7%
Corporate services		21%
Policy		24%
Research		5%
Program and project management support		22%
Legal (including developing and/or reviewing legislation)		2%
Other		10%

# 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.

	Public Service Commission	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>	136	6	7	9	27	32	6	29	2	13
<b>ENGAGEMENT</b>	<b>72%</b>	(r)	(r)	(r)	(r)	<b>72%</b>	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>68%</b>	(r)	(r)	(r)	(r)	<b>73%</b>	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>76%</b>	(r)	(r)	(r)	(r)	<b>79%</b>	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>79%</b>	(r)	(r)	(r)	(r)	<b>80%</b>	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>80%</b>	(r)	(r)	(r)	(r)	<b>81%</b>	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	(r)	(r)	(r)	(r)	<b>82%</b>	(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.

	Public Service Commission	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>	136	0	0	0	2	16	13	17	27	33	4	6	5	8
<b>ENGAGEMENT</b>	<b>72%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>68%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>76%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>79%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>80%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	82%	(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.

	Public Service Commission	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>	136	43	33	42	8	2	2
<b>ENGAGEMENT</b>	<b>72%</b>	<b>73%</b>	<b>67%</b>	<b>74%</b>	<b>(r)</b>	<b>(r)</b>	<b>(r)</b>
<b>SENIOR MANAGERS</b>	<b>68%</b>	<b>71%</b>	<b>64%</b>	<b>71%</b>	<b>(r)</b>	<b>(r)</b>	<b>(r)</b>
<b>COMMUNICATION</b>	<b>76%</b>	<b>80%</b>	<b>73%</b>	<b>76%</b>	<b>(r)</b>	<b>(r)</b>	<b>(r)</b>
<b>HIGH PERFORMANCE</b>	<b>79%</b>	<b>81%</b>	<b>78%</b>	<b>79%</b>	<b>(r)</b>	<b>(r)</b>	<b>(r)</b>
<b>PUBLIC SECTOR VALUES</b>	<b>80%</b>	<b>83%</b>	<b>79%</b>	<b>80%</b>	<b>(r)</b>	<b>(r)</b>	<b>(r)</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	<b>82%</b>	<b>80%</b>	<b>84%</b>	<b>(r)</b>	<b>(r)</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

# 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.

	Public Service Commission	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>	136	0	3	14	22	20	18	16	19	11	2	2
<b>ENGAGEMENT</b>	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	80%	(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.

	Public Service Commission	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	136	44	85	2
<b>ENGAGEMENT</b>	<b>72%</b>	<b>77%</b>	<b>70%</b>	<b>(r)</b>
<b>SENIOR MANAGERS</b>	<b>68%</b>	<b>75%</b>	<b>65%</b>	<b>(r)</b>
<b>COMMUNICATION</b>	<b>76%</b>	<b>76%</b>	<b>77%</b>	<b>(r)</b>
<b>HIGH PERFORMANCE</b>	<b>79%</b>	<b>80%</b>	<b>79%</b>	<b>(r)</b>
<b>PUBLIC SECTOR VALUES</b>	<b>80%</b>	<b>81%</b>	<b>80%</b>	<b>(r)</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>82%</b>	<b>82%</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.

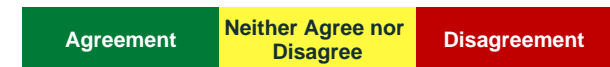
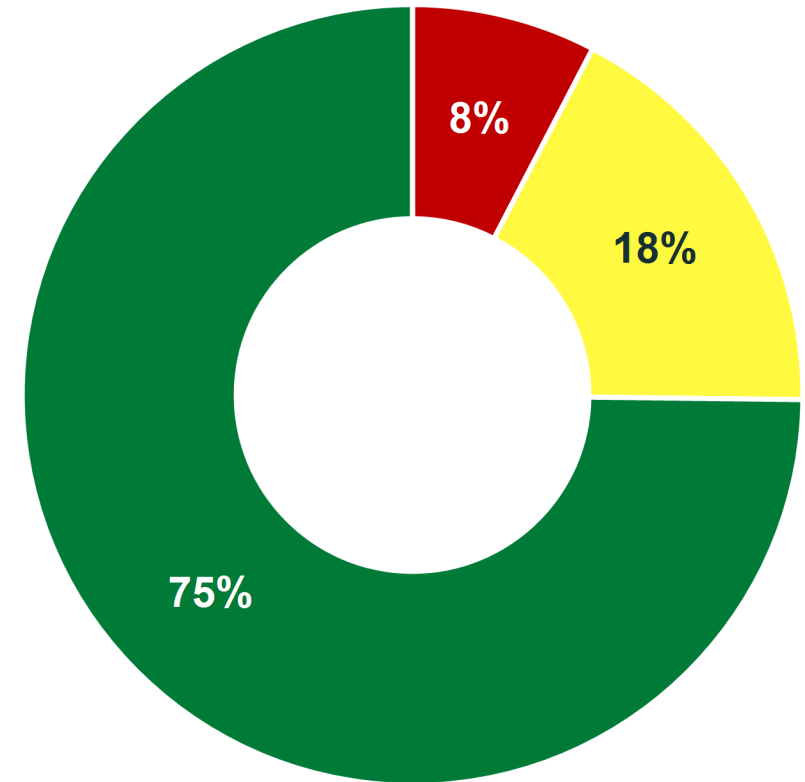
# 75%

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

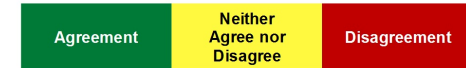
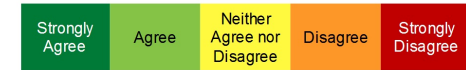
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%