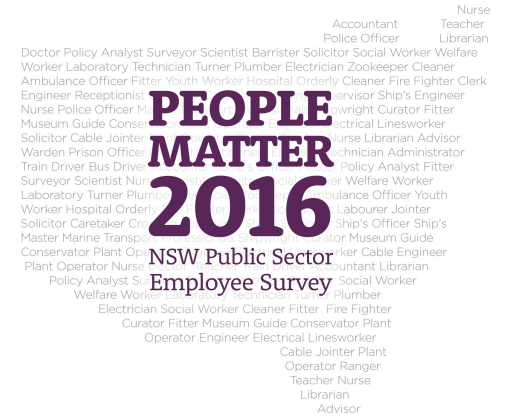


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



State Owned Corporations

Water NSW

## CONTENTS OF REPORT

<b>HEADLINES</b>	<b>3</b>
<b>QUESTION HEADLINES</b>	<b>4</b>
<b>ALL QUESTIONS</b>	<b>5</b>
<b>PROFILE OF RESPONDENTS</b>	<b>33</b>
<b>DEMOGRAPHIC RESULTS</b>	<b>38</b>
<b>TAKING ACTION</b>	<b>43</b>
<b>GUIDE TO THIS REPORT</b>	<b>44</b>

## RESPONSE RATE

# 16%

94 RESPONSES  
OUT OF 581 EMPLOYEES

## ENGAGEMENT INDEX

# 46%

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>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>86%</b>
2i. People in my workgroup treat customers/clients with respect	<b>84%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>83%</b>
2d. People in my workgroup have the appropriate skills to do the job well	<b>82%</b>
2e. I receive help and support from other members of my workgroup	<b>78%</b>
5a. My manager encourages people in my workgroup to improve the quality of what they do	<b>77%</b>
3b. I have informal feedback conversations with my manager throughout the year	<b>76%</b>
3f. I feel I can have open, honest conversations with my manager about the quality of work required	<b>75%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>74%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7f. I feel that change is handled well in my organisation	<b>8%</b>
6h. I feel that senior managers listen to employees	<b>9%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>14%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>15%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>15%</b>
15. I believe action will be taken on the results from this survey by my organisation	<b>16%</b>
6c. I feel that senior managers model the values of my organisation	<b>17%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>18%</b>
6a. I believe senior managers provide clear direction for the future of the organisation	<b>18%</b>
6i. Senior managers in my organisation genuinely support the career advancement of women	<b>21%</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

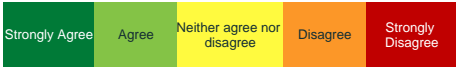
This section shows results for all the survey questions grouped by key themes.

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	46% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7o. I would recommend my organisation as a great place to work		33%	46%	60%
Q7p. I am proud to tell others I work for my organisation		41%	51%	68%
Q7q. I feel a strong personal attachment to my organisation		46%	55%	64%
Q7r. My organisation motivates me to help it achieve its objectives		25%	41%	55%
Q7s. My organisation inspires me to do the best in my job		27%	40%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK	67% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		61%	64%	76%
Q1h. I look for ways to perform my job more effectively		96%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		58%	60%	76%
Q1j. I am satisfied with my job at the present time		52%	53%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

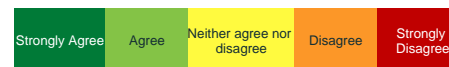
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Some key comparisons are provided.

SENIOR MANAGERS	20% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		18%	29%	47%
Q6b. I feel that senior leaders effectively lead and manage change		15%	25%	43%
Q6c. I feel that senior managers model the values of my organisation		17%	31%	48%
Q6d. Senior managers encourage innovation by employees		25%	36%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		30%	34%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		46%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		14%	31%	44%
Q6h. I feel that senior managers listen to employees		9%	23%	39%
Q7f. I feel that change is handled well in my organisation		8%	20%	41%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

COMMUNICATION	51% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5e. My manager communicates effectively with me		71%	69%	69%
Q5f. My manager encourages and values employee input		72%	71%	69%
Q5g. My manager involves my workgroup in decisions about our work		67%	64%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		14%	31%	44%
Q6h. I feel that senior managers listen to employees		9%	23%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		73%	71%	69%

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.

	HIGH PERFORMANCE					57% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1a. I understand what is expected of me to do well in my role	18	55	12	12		73%	87%	90%	
Q1b. I have the tools I need to do my job effectively		43	22	27		49%	65%	70%	
Q1c. I get the information I need to do my job well	7	34	24	29		41%	58%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	23	51	15	7		74%	80%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	14	47	16	16	7	61%	64%	69%	
Q2b. People in my workgroup use time and resources efficiently	17	48	24	9		65%	70%	70%	
Q2c. My team works collaboratively to achieve its objectives	21	47	18	13		68%	77%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	30	52	7	9		82%	77%	76%	
Q3h. I have received appropriate training and development to do my job well		41	32	18		47%	53%	63%	

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.

HIGH PERFORMANCE	57% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		77%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	62%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		72%	65%	65%
Q5j. I have confidence in the decisions my line manager makes		70%	65%	67%
Q6d. Senior managers encourage innovation by employees		25%	36%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		30%	34%	52%
Q7d. My organisation focuses on improving the work we do		56%	65%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		39%	48%	62%
Q7g. There is good co-operation between teams across our organisation		31%	35%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

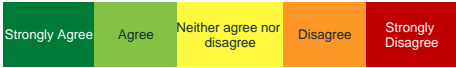
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Some key comparisons are provided.

HIGH PERFORMANCE	57% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7n. My organisation generally selects capable people to do the job	33	45	13	10	33%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	47	40			52%	62%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	53	14		86%	80%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

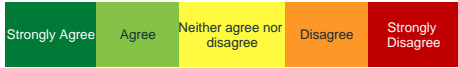
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	56% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		83%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		65%	70%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		69%	71%	67%
Q2h. People in my workgroup treat each other with respect		71%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect		84%	88%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		77%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	62%	64%
Q5d. My manager listens to what I have to say		74%	74%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		60%	64%	64%

KEY





## EXPLORE THE FULL SURVEY RESULTS

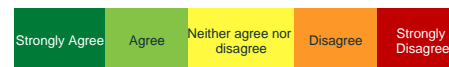
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	56% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	30	44	12	9	74%	78%	76%
Q5l. My manager talks to me about how the values apply to my work	13	40	30	11	53%	61%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	30	23	29	18%	29%	47%
Q6c. I feel that senior managers model the values of my organisation	15	21	23	39	17%	31%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	41	28	13	14	46%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	13	33	40	14%	31%	44%
Q6h. I feel that senior managers listen to employees	9	28	21	43	9%	23%	39%
Q7a. My organisation provides high quality services	12	58	18	12	69%	79%	80%
Q7b. My organisation strives to match services to customer/client needs	13	56	23		69%	76%	80%

### 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.

PUBLIC SECTOR VALUES	56% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	16	49	21	11	66%	78%	83%
Q7d. My organisation focuses on improving the work we do	7	49	27	11	56%	65%	76%
Q7h. People in my organisation take responsibility for their own actions	23	39	21	15	24%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		47	31	11 8	51%	72%	63%

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 & INCLUSION	60% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		44%	53%	59%
Q5d. My manager listens to what I have to say		74%	74%	73%
Q5f. My manager encourages and values employee input		72%	71%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		66%	65%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		60%	64%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		21%	42%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		51%	67%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		52%	62%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		73%	71%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

DIVERSITY & INCLUSION		60% RESPONSE SCALE			AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		33	53	14	86%	80%	85%	
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		13	52	19	12	65%	57%	58%

KEY







## 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.

RECRUITMENT	24% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	17	34	27	22	18%	25%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	21	39	18	21	22%	31%	41%
Q7n. My organisation generally selects capable people to do the job	33	45	13	10	33%	39%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	41%	RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9	42	39	51%	54%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	38	45		42%	43%	53%	
Q7g. There is good co-operation between teams across our organisation	28	29	27	13	31%	35%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

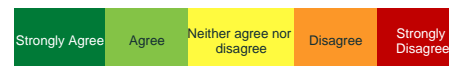
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	52% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		59%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		76%	70%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		72%	68%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		53%	61%	59%
Q3e. My performance is assessed against clear criteria		41%	51%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		75%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		46%	47%	60%
Q3h. I have received appropriate training and development to do my job well		47%	53%	63%
Q3i. I have a strong desire to advance my career		61%	68%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

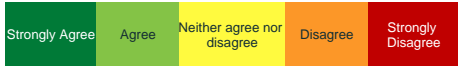
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	52% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		29%	31%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		41%	34%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		69%	66%	67%
Q5n. My manager appropriately deals with employees who perform poorly		32%	41%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		61%	52%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		51%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		42%	43%	53%
Q7j. My organisation is committed to developing its employees		24%	34%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

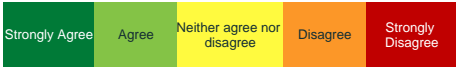
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Some key comparisons are provided.

MOBILITY	45% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	21	40	13	41%	34%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9	42	39		51%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		38	45		42%	43%	53%

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.

PAY & BENEFITS		62% RESPONSE SCALE			AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q4a. I am paid fairly for the work I do		13	51	23	64%	73%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		14	46	25	60%	72%	60%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

DIVERSITY GROUPS	49% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		58%	70%	77%
Q8c. Age is not a barrier to success in my organisation		45%	58%	71%
Q8d. Disability is not a barrier to success in my organisation		46%	59%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		51%	62%	76%
Q8f. Gender is not a barrier to success in my organisation		48%	63%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

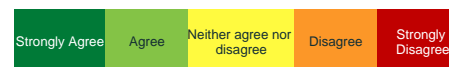
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Some key comparisons are provided.

WORKPLACE SUPPORT	53% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		44%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		48%	53%	58%
Q1l. My workload is acceptable		40%	57%	55%
Q2e. I receive help and support from other members of my workgroup		78%	82%	80%
Q2f. There is good team spirit in my workgroup		60%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		48%	57%	56%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

## ACTION ABOUT SURVEY RESULTS

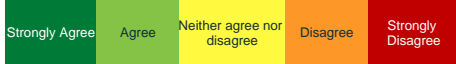
**16%** RESPONSE SCALE

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



AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
16%	21%	32%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

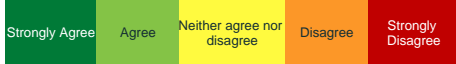
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Some key comparisons are provided.

WORKPLACE CONDUCT	30% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		51%	72%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		15%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		25%	47%	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%	STATE OWNED CORPORATIONS	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		46%	51%	46%
Better skills in my workgroup		16%	24%	27%
Improved career opportunities		51%	57%	52%
Improved learning and development opportunities		48%	53%	50%
Greater involvement in decision making		28%	31%	33%
Better pay and benefits		57%	52%	58%
Greater recognition for the work I do		46%	43%	45%
Better leadership from senior managers		62%	52%	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%	STATE OWNED CORPORATIONS	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		21%	25%	27%
Better accountability for performance		25%	28%	25%
A better location		26%	23%	20%
More flexible working conditions		41%	41%	38%
Better work/life balance		54%	44%	46%
Improved facilities		12%	17%	30%
Improved technology and systems		41%	41%	38%
Better job security		63%	72%	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%	STATE OWNED CORPORATIONS	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		64%	70%	72%
No		33%	25%	24%
Don't Know		4%	5%	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%	STATE OWNED CORPORATIONS	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		26%	19%	25%
No		57%	71%	64%
Don't Know		16%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		45%	53%	63%
No		55%	45%	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%	STATE OWNED CORPORATIONS	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		47%	26%	35%
No		41%	68%	58%
Don't Know		12%	6%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		19%	14%	20%
No		76%	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%	STATE OWNED CORPORATIONS	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		31%	31%	23%
Your Immediate Manager/Supervisor		31%	25%	26%
A fellow worker at your level		19%	20%	25%
A subordinate		6%	5%	8%
Prefer not to say		13%	14%	13%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

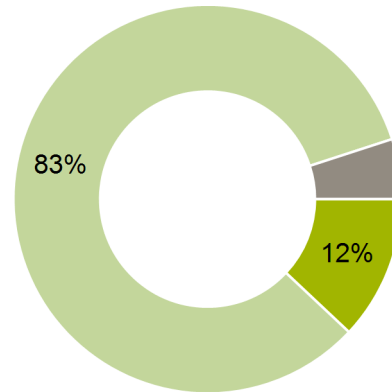
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		68%
Female		33%
<b>Age</b>		
<35		13%
35 - 54		63%
> 54		25%

# PROFILE OF RESPONDENTS

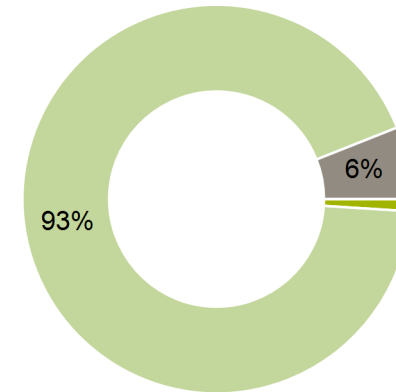


## PERSONAL PROFILES

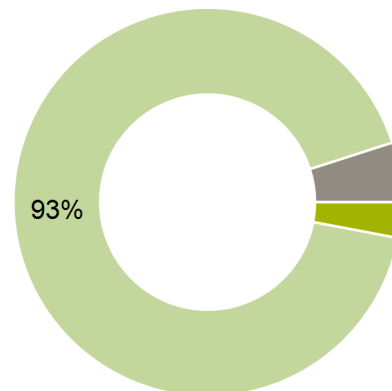
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



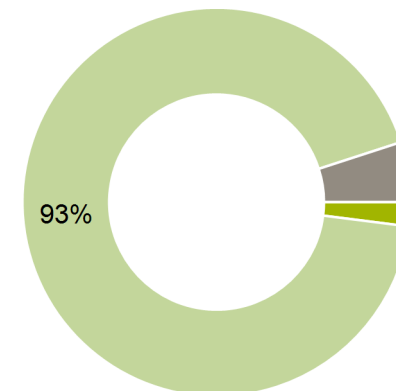
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		8%
1 - 2 years		6%
2 - 5 years		6%
5 - 10 years		34%
10 - 20 years		35%
More than 20 years		11%

# PROFILE OF RESPONDENTS



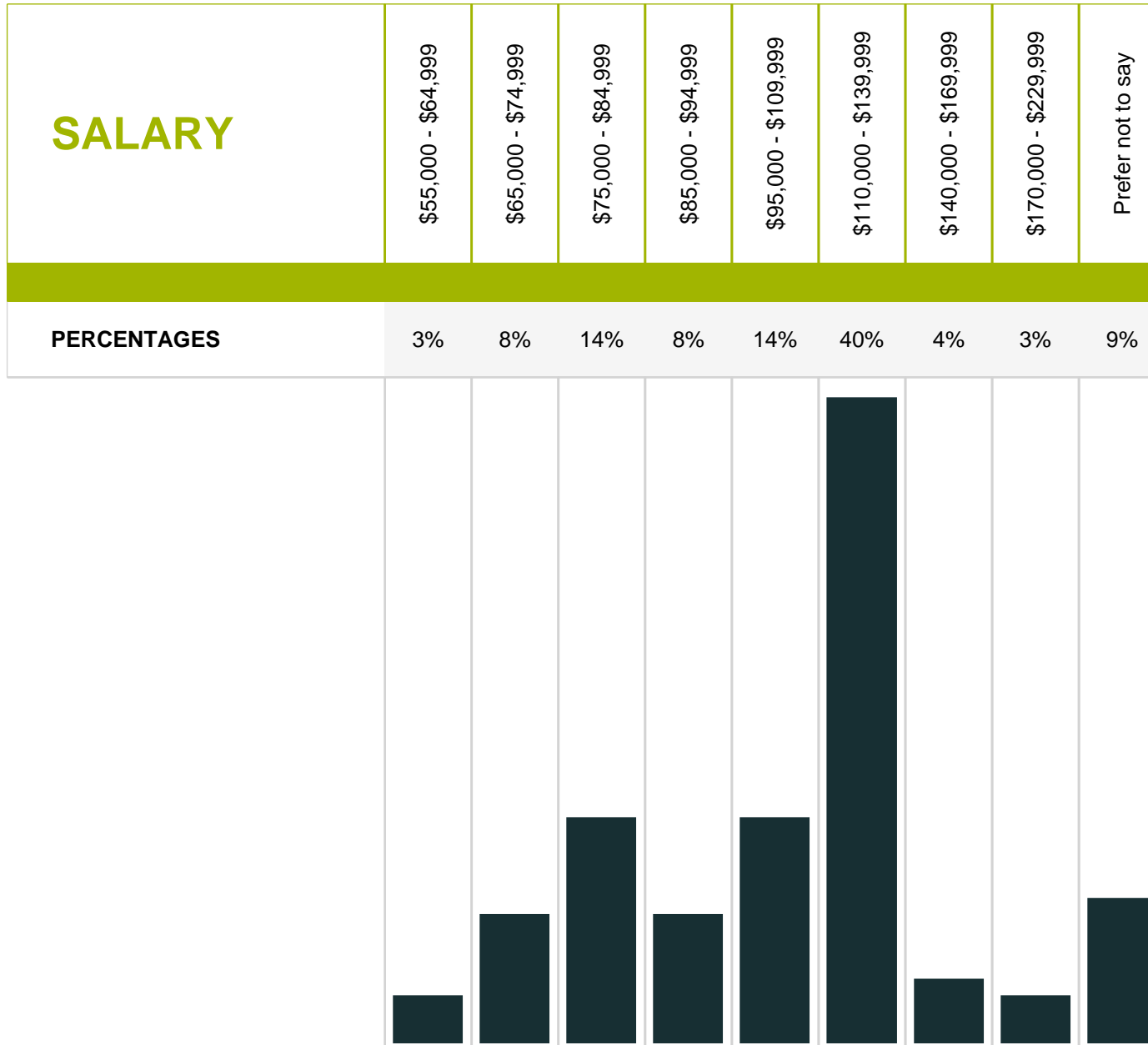
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		10%
Other service delivery work		40%
Administrative support		2%
Corporate services		26%
Policy		1%
Research		1%
Program and project management support		7%
Other		12%

# 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.

	Water NSW	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>	94	8	32	2	21	1	1	6	0	10
<b>ENGAGEMENT</b>	46%	(r)	40%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	20%	(r)	17%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	57%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	56%	(r)	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	60%	(r)	57%	(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.

	Water NSW	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>	94	0	0	0	2	6	11	6	11	32	3	2	0	7
<b>ENGAGEMENT</b>	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	35%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	20%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	16%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(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.

	Water NSW	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>	94	6	5	5	27	28	9
<b>ENGAGEMENT</b>	46%	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	20%	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	60%	(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.

	Water NSW	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>	94	0	0	2	8	6	15	15	14	16	3	1
<b>ENGAGEMENT</b>	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	20%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	60%	(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.

	Water NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	94	54	26	0
<b>ENGAGEMENT</b>	46%	43%	(r)	(r)
<b>SENIOR MANAGERS</b>	20%	21%	(r)	(r)
<b>COMMUNICATION</b>	51%	49%	(r)	(r)
<b>HIGH PERFORMANCE</b>	57%	55%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	56%	55%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	60%	58%	(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



WHAT'S NEXT?

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

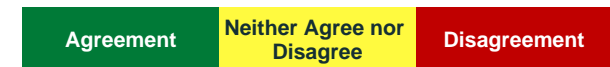
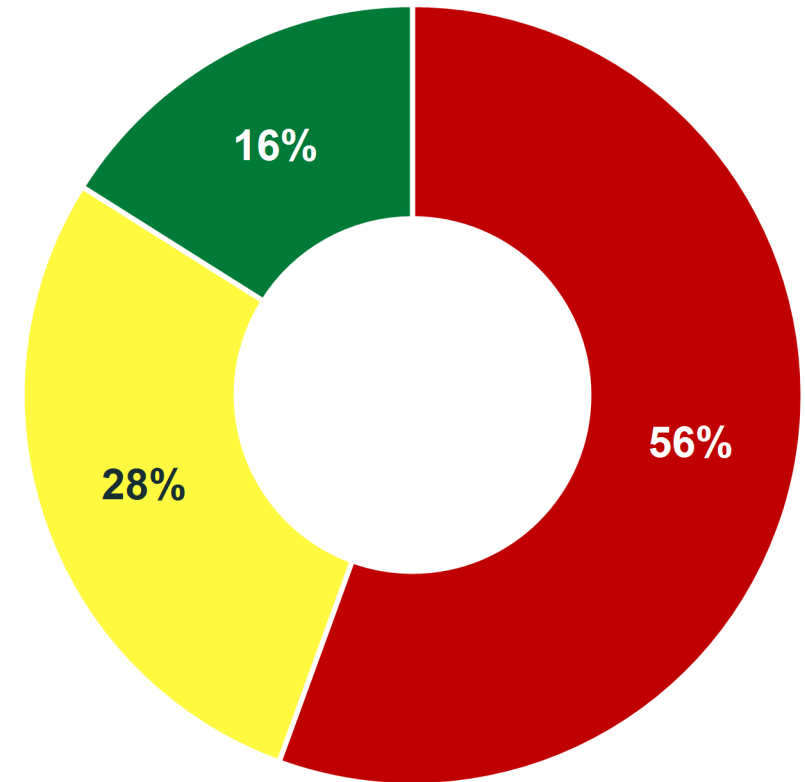
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

**16%**

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

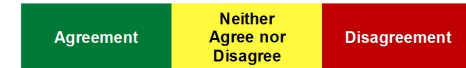
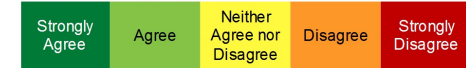
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%