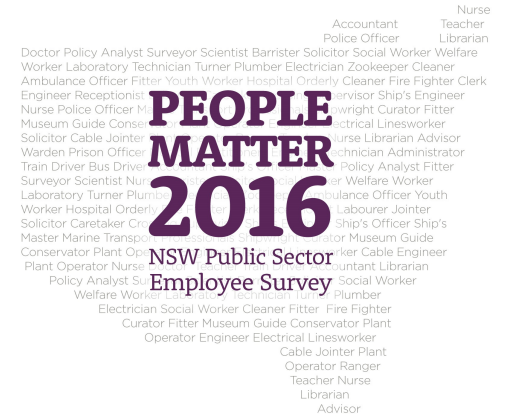


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Industry

Department of Industry

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## RESPONSE RATE

# 73%

**3,245 RESPONSES  
OUT OF 4,444 EMPLOYEES**

## ENGAGEMENT INDEX

# 64%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **61%**



## 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>91%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>89%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>89%</b>
1a.	I understand what is expected of me to do well in my role	<b>84%</b>
2e.	I receive help and support from other members of my workgroup	<b>84%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>83%</b>
5k.	My manager treats employees with dignity and respect	<b>82%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>82%</b>
7a.	My organisation provides high quality services	<b>81%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l.	My organisation's processes for recruiting employees are efficient	<b>31%</b>
7f.	I feel that change is handled well in my organisation	<b>33%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>35%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>40%</b>
6h.	I feel that senior managers listen to employees	<b>41%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>42%</b>
3k.	I would like to work in another agency within the NSW Public Sector during my career	<b>42%</b>
3j.	I am satisfied with the opportunities available for career development in my organisation	<b>43%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>44%</b>
7m.	Recruitment and promotion decisions in this organisation are generally fair	<b>44%</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 Department of Industry, 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.

	Department of Industry	Office of the DISRD Secretary	Finance Strategy and Operations	Economic, Skills and Regional Development	Strategic Communications and Engagement	Primary Industries	Resources and Energy	Small Business Commissioner	Office of the NSW Chief Scientist and Engineer	Jobs for NSW
<b>NUMBER OF RESPONDENTS</b>	3245	14	515	370	36	1808	338	45	12	38
<b>ENGAGEMENT</b>	64%	68%	67%	66%	62%	63%	59%	66%	83%	64%
<b>SENIOR MANAGERS</b>	48%	63%	58%	56%	50%	45%	40%	63%	86%	55%
<b>COMMUNICATION</b>	63%	76%	69%	67%	61%	61%	61%	71%	93%	69%
<b>HIGH PERFORMANCE</b>	69%	77%	74%	71%	67%	68%	65%	77%	88%	73%
<b>PUBLIC SECTOR VALUES</b>	69%	83%	75%	73%	70%	67%	66%	78%	91%	71%
<b>DIVERSITY &amp; INCLUSION</b>	73%	81%	78%	73%	76%	72%	71%	76%	90%	78%

### 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	64% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7o. I would recommend my organisation as a great place to work		59%	51%	60%
Q7p. I am proud to tell others I work for my organisation		66%	63%	68%
Q7q. I feel a strong personal attachment to my organisation		58%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives		51%	47%	55%
Q7s. My organisation inspires me to do the best in my job		52%	48%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

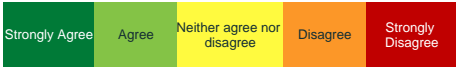
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>76%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		73%	71%	76%
Q1h. I look for ways to perform my job more effectively		95%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	74%	76%
Q1j. I am satisfied with my job at the present time		62%	55%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

SENIOR MANAGERS		48% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		12	37	24	17	10	49%	39%	47%
Q6b. I feel that senior leaders effectively lead and manage change		10	34	27	16	13	44%	35%	43%
Q6c. I feel that senior managers model the values of my organisation		12	38	28	12	11	50%	41%	48%
Q6d. Senior managers encourage innovation by employees		12	43	28	11	6	54%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		13	43	28	10	6	56%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		15	49	23	7	6	64%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		9	36	25	17	13	45%	38%	44%
Q6h. I feel that senior managers listen to employees		8	33	31	16	12	41%	34%	39%
Q7f. I feel that change is handled well in my organisation		26	30	23	15	6	33%	28%	41%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

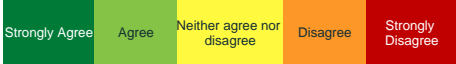
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Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5e. My manager communicates effectively with me		73%	70%	69%
Q5f. My manager encourages and values employee input		76%	73%	69%
Q5g. My manager involves my workgroup in decisions about our work		69%	66%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		45%	38%	44%
Q6h. I feel that senior managers listen to employees		41%	34%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	73%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

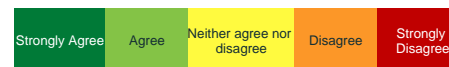
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Some key comparisons are provided.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1a. I understand what is expected of me to do well in my role	30	54	8		84%	84%	90%	
Q1b. I have the tools I need to do my job effectively	15	53	15	13	68%	60%	70%	
Q1c. I get the information I need to do my job well	12	52	20	13	63%	56%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	30	53	11		83%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23	49	15	9	72%	68%	69%	
Q2b. People in my workgroup use time and resources efficiently	23	50	16	8	73%	71%	70%	
Q2c. My team works collaboratively to achieve its objectives	32	47	13	7	78%	77%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	27	53	13		80%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	14	46	24	12	60%	54%	63%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

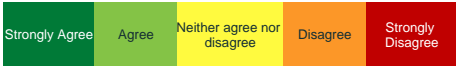
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Some key comparisons are provided.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	49	16			74%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	44	24	9		63%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	50	19	7		70%	67%	65%
Q5j. I have confidence in the decisions my line manager makes	26	46	18			72%	68%	67%
Q6d. Senior managers encourage innovation by employees	12	43	28	11		54%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	43	28	10		56%	49%	52%
Q7d. My organisation focuses on improving the work we do	23	53	16			76%	70%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	42	26	10		59%	51%	62%
Q7g. There is good co-operation between teams across our organisation	8	37	29	19	8	44%	39%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

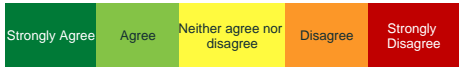
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Some key comparisons are provided.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7n. My organisation generally selects capable people to do the job	7	51	27	10		58%	50%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	53	22			70%	68%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38	51	10			89%	87%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

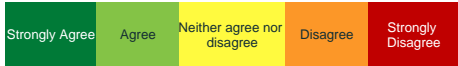
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction	42	47	8	89%	88%	85%	
Q2b. People in my workgroup use time and resources efficiently	23	50	16	8	73%	71%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	32	43	15	7	75%	72%	67%
Q2h. People in my workgroup treat each other with respect	34	46	12		80%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect	42	49			91%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	49	16		74%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	44	24	9	63%	60%	64%
Q5d. My manager listens to what I have to say	32	47	12		79%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	43	19		72%	68%	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	69% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	38	44	10		82%	79%	76%
Q5l. My manager talks to me about how the values apply to my work	20	38	27	11	57%	56%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	37	24	17	49%	39%	47%
Q6c. I feel that senior managers model the values of my organisation	12	38	28	12	50%	41%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	49	23	7	64%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	25	17	45%	38%	44%
Q6h. I feel that senior managers listen to employees	8	33	31	16	41%	34%	39%
Q7a. My organisation provides high quality services	24	56	14		81%	76%	80%
Q7b. My organisation strives to match services to customer/client needs	24	56	14		80%	77%	80%

KEY





## EXPLORE THE FULL SURVEY RESULTS

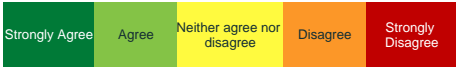
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	28	54	13		82%	79%	83%
Q7d. My organisation focuses on improving the work we do	23	53	16		76%	70%	76%
Q7h. People in my organisation take responsibility for their own actions	8	42	34	12	49%	42%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	57	22		71%	63%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

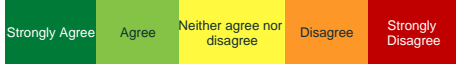
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	53%	59%
Q5d. My manager listens to what I have to say		79%	76%	73%
Q5f. My manager encourages and values employee input		76%	73%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		71%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		72%	68%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		58%	54%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		77%	75%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		70%	68%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	73%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

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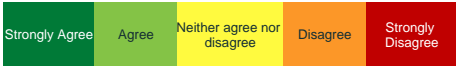
Some key comparisons are provided.

## DIVERSITY & INCLUSION

**73%** RESPONSE SCALE

	AGREEMENT %			INDUSTRY	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38	51	10	89%	87%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	32	43	15	75%	68%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

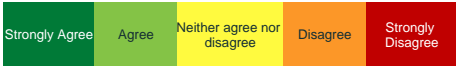
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Some key comparisons are provided.

RECRUITMENT	44% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		31%	28%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		44%	40%	41%
Q7n. My organisation generally selects capable people to do the job		58%	50%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

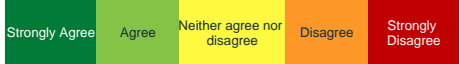
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	40	30	61%	61%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	38	53%	51%	53%		
Q7g. There is good co-operation between teams across our organisation	8	37	29	19	8	44%	39%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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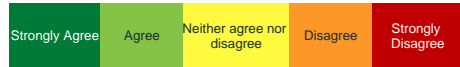
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**59%** RESPONSE SCALE

		AGREEMENT %	INDUSTRY	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		67%	57%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		71%	69%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		55%	52%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	56%	59%
Q3e. My performance is assessed against clear criteria		50%	44%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		76%	74%	71%
Q3g. I am able to access the right learning and development opportunities as required		60%	55%	60%
Q3h. I have received appropriate training and development to do my job well		60%	54%	63%
Q3i. I have a strong desire to advance my career		74%	69%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

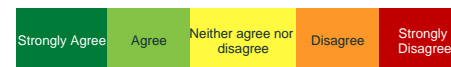
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10	32	27	19	11	43%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	25	37	14		42%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	28	46	15			74%	70%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12	30	39	12		42%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	20	46	24			66%	63%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	40	30			61%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	38			53%	51%	53%
Q7j. My organisation is committed to developing its employees	10	42	31	11		52%	46%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

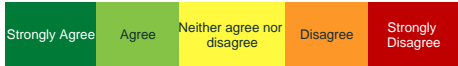
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Some key comparisons are provided.

MOBILITY	52% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	25	37	14		42%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	40	30			61%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	38			53%	51%	53%

KEY







## EXPLORE THE FULL SURVEY RESULTS

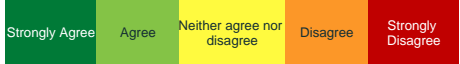
This section shows results for all the survey questions grouped by key themes.

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.

<b>PAY &amp; BENEFITS</b> <span style="float: right;">73% RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR
Q4a. I am paid fairly for the work I do	 72%	69%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 73%	69%	60%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

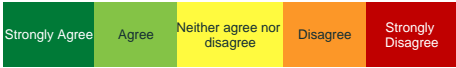
This section shows results for all the survey questions grouped by key themes.

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	70% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	22	54	19		76%	76%	77%
Q8c. Age is not a barrier to success in my organisation	18	47	22	9	65%	68%	71%
Q8d. Disability is not a barrier to success in my organisation	19	48	28		67%	68%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	20	50	27		71%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	21	50	21		71%	72%	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	68% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		60%	52%	58%
Q1l. My workload is acceptable		60%	51%	55%
Q2e. I receive help and support from other members of my workgroup		84%	82%	80%
Q2f. There is good team spirit in my workgroup		71%	67%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		72%	60%	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.

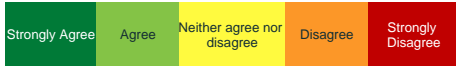
## ACTION ABOUT SURVEY RESULTS

**35%** 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.

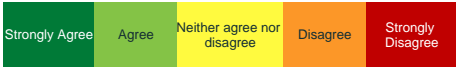
Some key comparisons are provided.

### WORKPLACE CONDUCT

**53%** RESPONSE SCALE

				AGREEMENT %	INDUSTRY	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	57	22	71%	63%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	33	42	12	40%	38%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9	38	35	47%	45%	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%	INDUSTRY	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		55%	50%	46%
Better skills in my workgroup		25%	24%	27%
Improved career opportunities		56%	53%	52%
Improved learning and development opportunities		51%	49%	50%
Greater involvement in decision making		34%	35%	33%
Better pay and benefits		48%	48%	58%
Greater recognition for the work I do		41%	43%	45%
Better leadership from senior managers		41%	47%	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%	INDUSTRY	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		25%	26%	27%
Better accountability for performance		25%	27%	25%
A better location		18%	16%	20%
More flexible working conditions		30%	31%	38%
Better work/life balance		38%	41%	46%
Improved facilities		23%	26%	30%
Improved technology and systems		45%	47%	38%
Better job security		50%	56%	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%	INDUSTRY	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		61%	66%	72%
No		34%	29%	24%
Don't Know		5%	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%	INDUSTRY	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		18%	21%	25%
No		73%	69%	64%
Don't Know		9%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	55%	63%
No		43%	43%	35%
Don't Know		1%	2%	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%	INDUSTRY	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		24%	29%	35%
No		68%	64%	58%
Don't Know		8%	7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		13%	16%	20%
No		82%	79%	75%
Don't Know		5%	5%	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%	INDUSTRY	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		23%	23%	23%
Your Immediate Manager/Supervisor		26%	27%	26%
A fellow worker at your level		23%	21%	25%
A subordinate		9%	8%	8%
A client or customer		0%	2%	2%
Other		6%	4%	4%
Prefer not to say		13%	14%	13%



## EXPLORE THE FULL SURVEY RESULTS

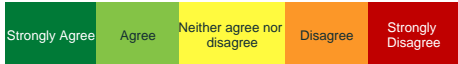
This section shows results for all the survey questions grouped by key themes.

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.

INDUSTRY QUESTIONS	RESPONSE SCALE					AGREEMENT %	INDUSTRY
Q1. I am aware of our safety and wellbeing strategy	22	63	10			85%	81%
Q2. I am regularly consulted on matters affecting safety in my workforce	17	48	22	11		64%	63%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	15	46	27	9		60%	55%
Q4. The rationale for change initiatives is communicated well	7	30	32	19	11	38%	36%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

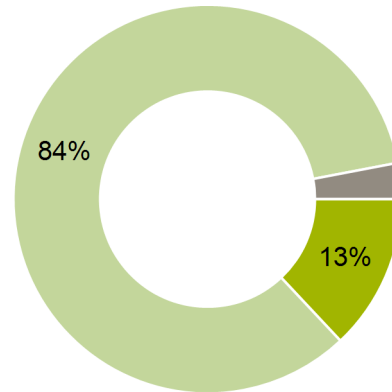
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		48%
Female		51%
Other		1%
<b>Age</b>		
<35		18%
35 - 54		60%
> 54		21%

# PROFILE OF RESPONDENTS

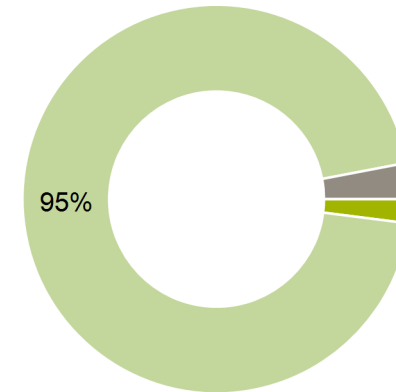


## PERSONAL PROFILES

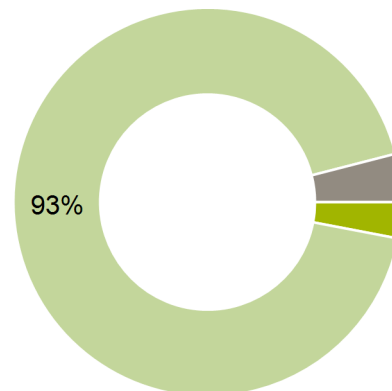
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



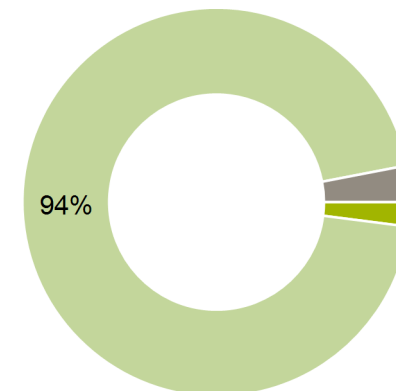
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		13%
1 - 2 years		11%
2 - 5 years		21%
5 - 10 years		17%
10 - 20 years		22%
More than 20 years		15%

# PROFILE OF RESPONDENTS



## WORK PROFILES

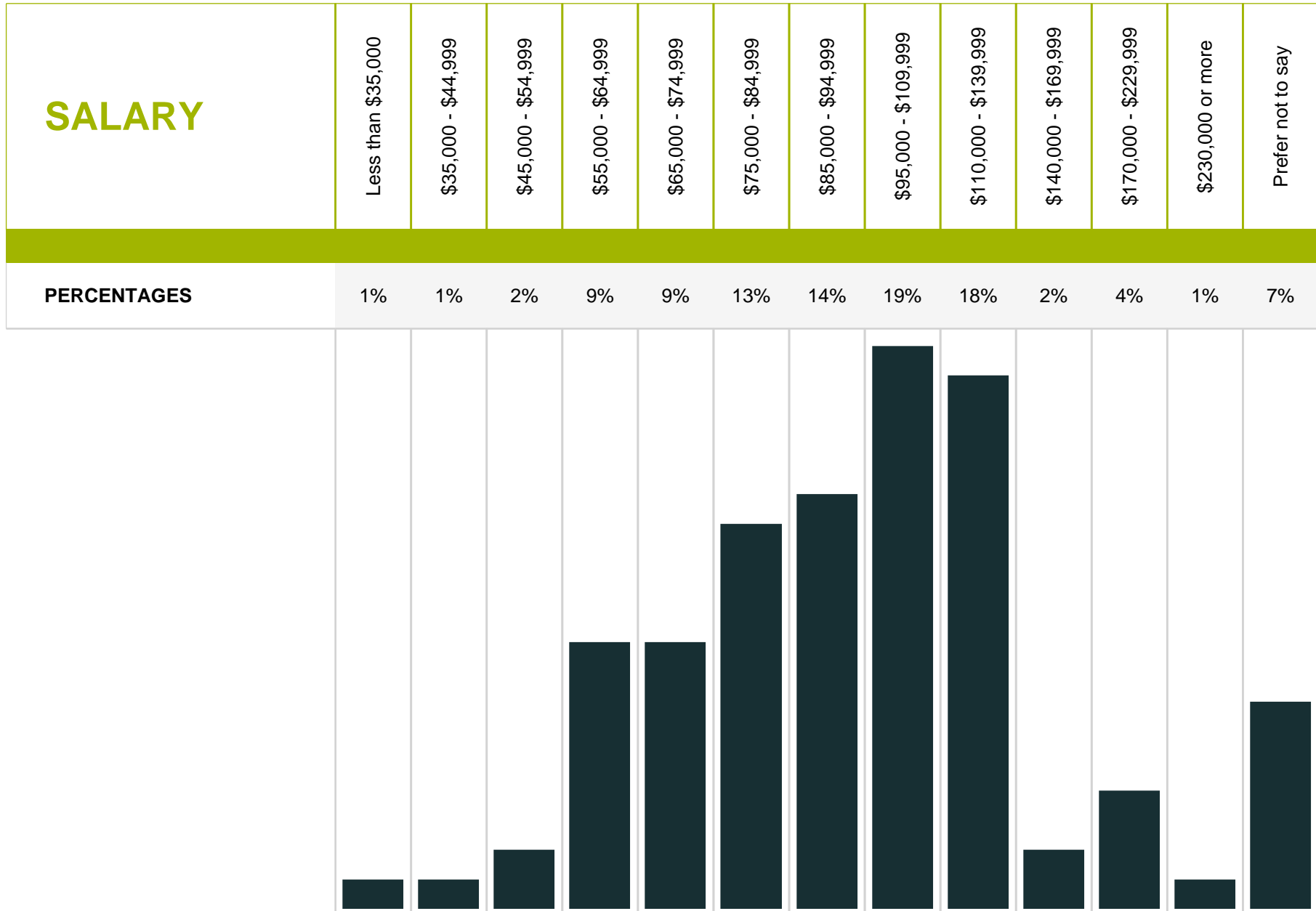
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		19%
Other service delivery work		9%
Administrative support		9%
Corporate services		13%
Policy		8%
Research		11%
Program and project management support		14%
Legal (including developing and/or reviewing legislation)		2%
Other		14%

# 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.

	Department of Industry	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>	3245	590	270	278	409	232	349	443	66	424
<b>ENGAGEMENT</b>	64%	62%	62%	70%	66%	62%	65%	62%	70%	61%
<b>SENIOR MANAGERS</b>	48%	44%	44%	59%	57%	52%	43%	51%	59%	42%
<b>COMMUNICATION</b>	63%	58%	61%	71%	68%	68%	63%	66%	74%	58%
<b>HIGH PERFORMANCE</b>	69%	65%	68%	75%	73%	72%	68%	70%	83%	64%
<b>PUBLIC SECTOR VALUES</b>	69%	65%	68%	75%	73%	73%	68%	70%	81%	65%
<b>DIVERSITY &amp; INCLUSION</b>	73%	68%	72%	79%	77%	77%	72%	75%	86%	69%

### 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.

	Department of Industry	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>	3245	25	30	74	270	272	391	425	585	540	58	121	35	212
<b>ENGAGEMENT</b>	64%	(r)	64%	67%	67%	68%	64%	63%	62%	62%	65%	68%	78%	58%
<b>SENIOR MANAGERS</b>	48%	(r)	52%	47%	53%	54%	45%	47%	46%	47%	48%	66%	75%	39%
<b>COMMUNICATION</b>	63%	(r)	66%	62%	64%	66%	61%	62%	64%	63%	66%	76%	85%	56%
<b>HIGH PERFORMANCE</b>	69%	(r)	68%	69%	71%	73%	67%	68%	68%	70%	70%	77%	85%	62%
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	69%	68%	71%	71%	67%	67%	69%	70%	71%	79%	86%	64%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	71%	71%	74%	76%	71%	72%	74%	74%	75%	79%	86%	64%

### 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.

	Department of Industry	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>	3245	399	339	637	521	666	468
<b>ENGAGEMENT</b>	64%	70%	66%	63%	63%	61%	63%
<b>SENIOR MANAGERS</b>	48%	63%	58%	49%	46%	42%	42%
<b>COMMUNICATION</b>	63%	76%	68%	65%	61%	59%	58%
<b>HIGH PERFORMANCE</b>	69%	76%	72%	70%	69%	66%	66%
<b>PUBLIC SECTOR VALUES</b>	69%	78%	72%	70%	68%	66%	66%
<b>DIVERSITY &amp; INCLUSION</b>	73%	81%	77%	75%	72%	69%	69%

### 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.

	Department of Industry	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>	3245	8	70	215	268	374	496	482	476	396	193	56
<b>ENGAGEMENT</b>	64%	(r)	75%	67%	66%	63%	64%	63%	63%	62%	61%	67%
<b>SENIOR MANAGERS</b>	48%	(r)	62%	58%	53%	48%	51%	49%	45%	44%	43%	50%
<b>COMMUNICATION</b>	63%	(r)	74%	69%	67%	64%	66%	63%	61%	58%	58%	69%
<b>HIGH PERFORMANCE</b>	69%	(r)	77%	73%	72%	68%	71%	69%	67%	66%	66%	73%
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	77%	73%	72%	68%	71%	70%	68%	67%	66%	71%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	84%	77%	76%	74%	76%	73%	71%	69%	68%	76%

### 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.

	Department of Industry	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	3245	1468	1555	21
<b>ENGAGEMENT</b>	64%	62%	65%	(r)
<b>SENIOR MANAGERS</b>	48%	46%	51%	(r)
<b>COMMUNICATION</b>	63%	63%	64%	(r)
<b>HIGH PERFORMANCE</b>	69%	68%	71%	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	69%	70%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	73%	74%	(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.

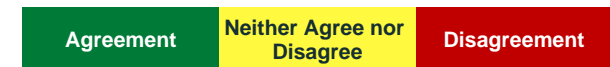
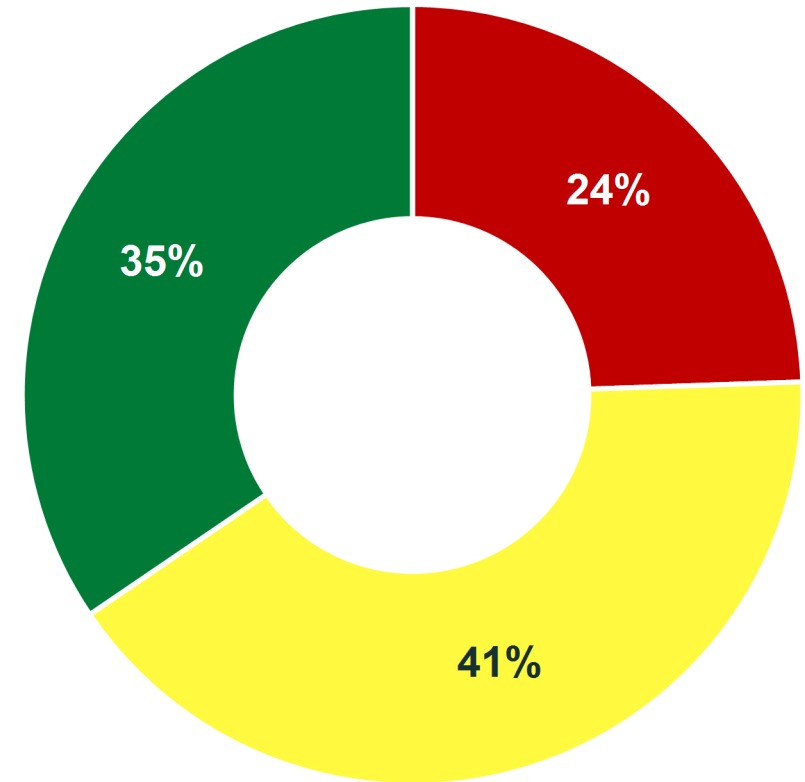
**35%**

of employees replied favourably to:

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

**32%**  
SECTOR

**28%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

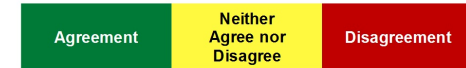
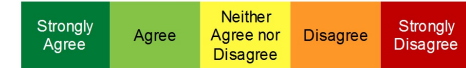
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%