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## RESPONSE RATE

# 88%

**702 RESPONSES  
OUT OF 799 EMPLOYEES**

## ENGAGEMENT INDEX

# 62%

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>96%</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>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>87%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>87%</b>
2e. I receive help and support from other members of my workgroup	<b>86%</b>
1a. I understand what is expected of me to do well in my role	<b>85%</b>
5k. My manager treats employees with dignity and respect	<b>84%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>84%</b>
7a. My organisation provides high quality services	<b>82%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15. I believe action will be taken on the results from this survey by my organisation	<b>24%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>28%</b>
7f. I feel that change is handled well in my organisation	<b>31%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>37%</b>
6a. I believe senior managers provide clear direction for the future of the organisation	<b>38%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>38%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>40%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>41%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>42%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>42%</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 Local Land Services, 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.

	Local Land Services	Executive Support Unit	Central Tablelands LLS	Central West LLS	Greater Sydney LLS	Hunter LLS	Murray LLS	North Coast LLS	North West LLS	Northern Tablelands LLS	Riverina LLS	South East LLS	Western LLS
<b>NUMBER OF RESPONDENTS</b>	702	26	47	70	47	70	59	53	68	52	71	86	51
<b>ENGAGEMENT</b>	62%	69%	58%	60%	72%	61%	63%	66%	65%	68%	71%	44%	59%
<b>SENIOR MANAGERS</b>	47%	46%	34%	40%	73%	37%	59%	53%	41%	65%	63%	26%	43%
<b>COMMUNICATION</b>	65%	68%	58%	57%	77%	67%	75%	75%	63%	71%	75%	52%	52%
<b>HIGH PERFORMANCE</b>	69%	73%	62%	61%	80%	72%	73%	79%	70%	77%	76%	56%	55%
<b>PUBLIC SECTOR VALUES</b>	70%	72%	64%	61%	81%	73%	78%	77%	70%	79%	78%	58%	54%
<b>DIVERSITY &amp; INCLUSION</b>	74%	77%	71%	66%	78%	77%	82%	78%	75%	77%	82%	64%	60%

### 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

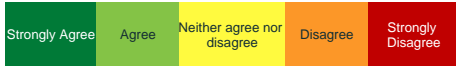
This section shows results for all the survey questions grouped by key themes.

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	62% RESPONSE SCALE				AGREEMENT %	PMES 2014	INDUSTRY	SECTOR
Q7o. I would recommend my organisation as a great place to work	12	43	28	11	55%	55%	51%	60%
Q7p. I am proud to tell others I work for my organisation	16	43	27	11	59%	56%	63%	68%
Q7q. I feel a strong personal attachment to my organisation	15	39	30	12	54%	55%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11	38	35	12	49%	47%	47%	55%
Q7s. My organisation inspires me to do the best in my job	12	39	33	11	51%	48%	48%	55%

KEY





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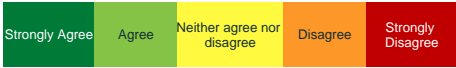
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<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>76%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		70%	71%	76%
Q1h. I look for ways to perform my job more effectively		96%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		78%	74%	76%
Q1j. I am satisfied with my job at the present time		60%	55%	63%

**KEY**





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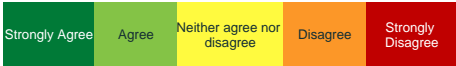
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SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	7	31	30	22	11	38%	39%	47%
Q6b. I feel that senior leaders effectively lead and manage change		30	29	22	12	37%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	10	36	28	15	10	47%	41%	48%
Q6d. Senior managers encourage innovation by employees	11	41	29	13		52%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	48	25	10		60%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19	54	16	7		73%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	34	27	20	11	42%	38%	44%
Q6h. I feel that senior managers listen to employees	8	37	29	17	9	45%	34%	39%
Q7f. I feel that change is handled well in my organisation		24	32	26	12	31%	28%	41%

KEY







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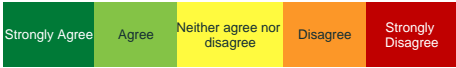
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COMMUNICATION	65% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5e. My manager communicates effectively with me		74%	70%	69%
Q5f. My manager encourages and values employee input		77%	73%	69%
Q5g. My manager involves my workgroup in decisions about our work		74%	66%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		42%	38%	44%
Q6h. I feel that senior managers listen to employees		45%	34%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		79%	73%	69%

KEY





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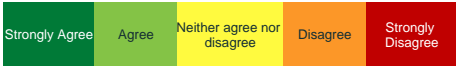
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	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1a. I understand what is expected of me to do well in my role	28	56	11		85%	84%	90%	
Q1b. I have the tools I need to do my job effectively	13	53	16	15	65%	60%	70%	
Q1c. I get the information I need to do my job well	9	50	23	15	59%	56%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	55	9		87%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25	48	16	8	73%	68%	69%	
Q2b. People in my workgroup use time and resources efficiently	19	50	20	8	69%	71%	70%	
Q2c. My team works collaboratively to achieve its objectives	26	52	13	8	77%	77%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	25	53	13		78%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	16	47	25	10	62%	54%	63%	

KEY





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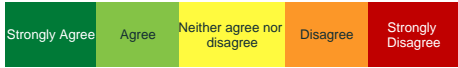
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HIGH PERFORMANCE	69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		77%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		72%	67%	65%
Q5j. I have confidence in the decisions my line manager makes		71%	68%	67%
Q6d. Senior managers encourage innovation by employees		52%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		60%	49%	52%
Q7d. My organisation focuses on improving the work we do		77%	70%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		53%	51%	62%
Q7g. There is good co-operation between teams across our organisation		43%	39%	48%

KEY





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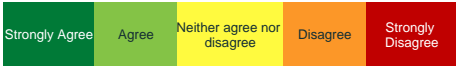
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	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	52	27	10		59%	50%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	56	22			72%	68%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	51	12			87%	87%	85%

KEY





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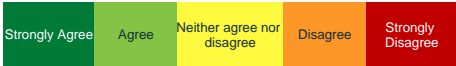
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE			AGREEMENT %	INDUSTRY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	38	51	7	89%	88%	85%
Q2b. People in my workgroup use time and resources efficiently	19	50	20	69%	71%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	28	46	17	74%	72%	67%
Q2h. People in my workgroup treat each other with respect	32	45	16	77%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect	44	48		91%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	54	16	77%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	47	26	65%	60%	64%
Q5d. My manager listens to what I have to say	32	48	11	79%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	28	47	17	75%	68%	64%

KEY





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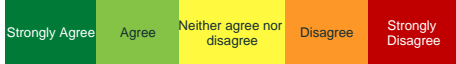
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	38	46	10			84%	79%	76%
Q5l. My manager talks to me about how the values apply to my work	20	43	25	10		63%	56%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	7	31	30	22	11	38%	39%	47%
Q6c. I feel that senior managers model the values of my organisation	10	36	28	15	10	47%	41%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19	54	16	7		73%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	34	27	20	11	42%	38%	44%
Q6h. I feel that senior managers listen to employees	8	37	29	17	9	45%	34%	39%
Q7a. My organisation provides high quality services	22	60	13			82%	76%	80%
Q7b. My organisation strives to match services to customer/client needs	25	56	12			81%	77%	80%

KEY





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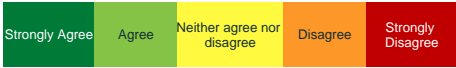
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE			AGREEMENT %	INDUSTRY	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust	27	56	12	84%	79%	83%	
Q7d. My organisation focuses on improving the work we do	23	54	16	77%	70%	76%	
Q7h. People in my organisation take responsibility for their own actions	7	42	32	15	49%	42%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	21	56	14	78%	63%	63%	

KEY





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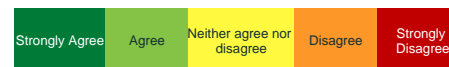
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Some key comparisons are provided.

DIVERSITY & INCLUSION	74% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		61%	53%	59%
Q5d. My manager listens to what I have to say		79%	76%	73%
Q5f. My manager encourages and values employee input		77%	73%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		72%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		75%	68%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		57%	54%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		75%	75%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		72%	68%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		79%	73%	69%

### KEY









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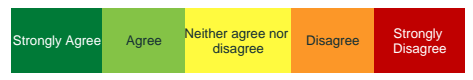
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<b>DIVERSITY &amp; INCLUSION</b> <span style="float: right;"><b>74%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	 87%	87%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	 77%	68%	58%

**KEY**





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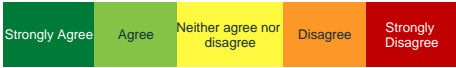
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Some key comparisons are provided.

RECRUITMENT	45% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		28%	28%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		48%	40%	41%
Q7n. My organisation generally selects capable people to do the job		59%	50%	51%

KEY





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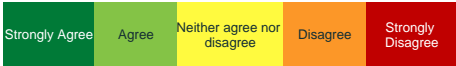
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	56%	RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	47	24	67%	61%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	39	35	56%	51%	53%		
Q7g. There is good co-operation between teams across our organisation	8	35	27	22	8	43%	39%	48%

KEY





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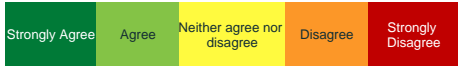
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PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		70%	57%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		76%	69%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		61%	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		52%	44%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		80%	74%	71%
Q3g. I am able to access the right learning and development opportunities as required		65%	55%	60%
Q3h. I have received appropriate training and development to do my job well		62%	54%	63%
Q3i. I have a strong desire to advance my career		70%	69%	69%

KEY





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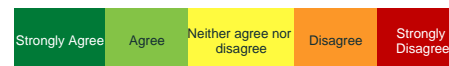
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PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		40%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		38%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		74%	70%	67%
Q5n. My manager appropriately deals with employees who perform poorly		41%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		69%	63%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		67%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		56%	51%	53%
Q7j. My organisation is committed to developing its employees		55%	46%	53%

### KEY





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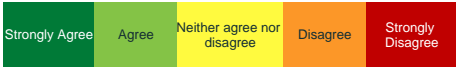
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Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	24	38	18		38%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	20	47	24			67%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	39	35			56%	51%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

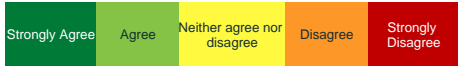
This section shows results for all the survey questions grouped by key themes.

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;"><b>72%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR
Q4a. I am paid fairly for the work I do	71%	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

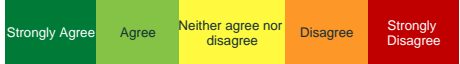
This section shows results for all the survey questions grouped by key themes.

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	73% RESPONSE SCALE			AGREEMENT %	INDUSTRY	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21	57	19	78%	76%	77%
Q8c. Age is not a barrier to success in my organisation	20	55	20	75%	68%	71%
Q8d. Disability is not a barrier to success in my organisation	18	48	32	66%	68%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	52	25	73%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	22	52	20	74%	72%	74%

KEY







## EXPLORE THE FULL SURVEY RESULTS

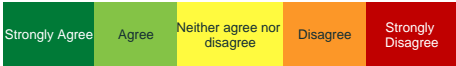
This section shows results for all the survey questions grouped by key themes.

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	65% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		61%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		54%	52%	58%
Q1l. My workload is acceptable		49%	51%	55%
Q2e. I receive help and support from other members of my workgroup		86%	82%	80%
Q2f. There is good team spirit in my workgroup		70%	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.

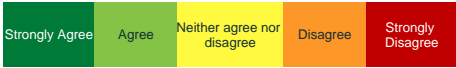
## ACTION ABOUT SURVEY RESULTS

**24%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

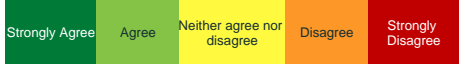
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	57% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		78%	63%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		42%	38%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		51%	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		50%	50%	46%
Better skills in my workgroup		24%	24%	27%
Improved career opportunities		53%	53%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		33%	35%	33%
Better pay and benefits		48%	48%	58%
Greater recognition for the work I do		36%	43%	45%
Better leadership from senior managers		44%	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		22%	26%	27%
Better accountability for performance		27%	27%	25%
A better location		16%	16%	20%
More flexible working conditions		26%	31%	38%
Better work/life balance		37%	41%	46%
Improved facilities		21%	26%	30%
Improved technology and systems		46%	47%	38%
Better job security		58%	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		63%	66%	72%
No		31%	29%	24%
Don't Know		6%	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		72%	69%	64%
Don't Know		10%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		66%	55%	63%
No		32%	43%	35%
Don't Know		2%	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		22%	29%	35%
No		72%	64%	58%
Don't Know		6%	7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		10%	16%	20%
No		87%	79%	75%
Don't Know		3%	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		21%	23%	23%
Your Immediate Manager/Supervisor		19%	27%	26%
A fellow worker at your level		24%	21%	25%
A subordinate		10%	8%	8%
A client or customer		4%	2%	2%
Other		4%	4%	4%
Prefer not to say		16%	14%	13%



## EXPLORE THE FULL SURVEY RESULTS

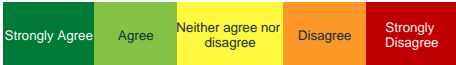
This section shows results for all the survey questions grouped by key themes.

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	24	62	9			86%	81%
Q2. I am regularly consulted on matters affecting safety in my workforce	24	57	12			82%	63%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	17	50	23	8		67%	55%
Q4. The rationale for change initiatives is communicated well	9	34	33	17		43%	36%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

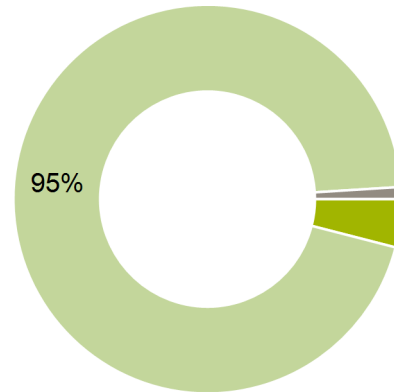
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		49%
Female		51%
Other		0%
<b>Age</b>		
<35		16%
35 - 54		64%
> 54		19%

# PROFILE OF RESPONDENTS

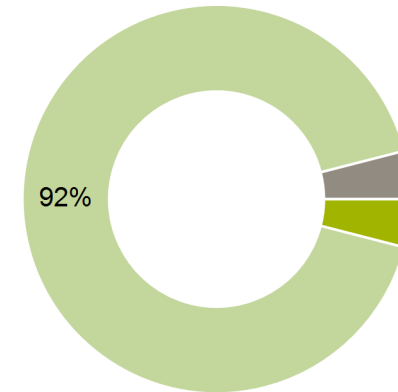


## PERSONAL PROFILES

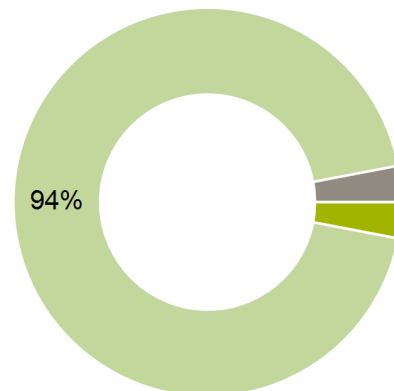
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



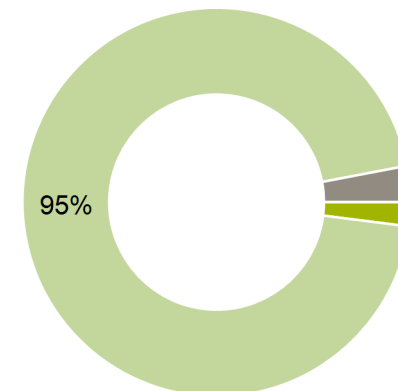
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		18%
2 - 5 years		41%
5 - 10 years		14%
10 - 20 years		9%
More than 20 years		5%

# PROFILE OF RESPONDENTS



## WORK PROFILES

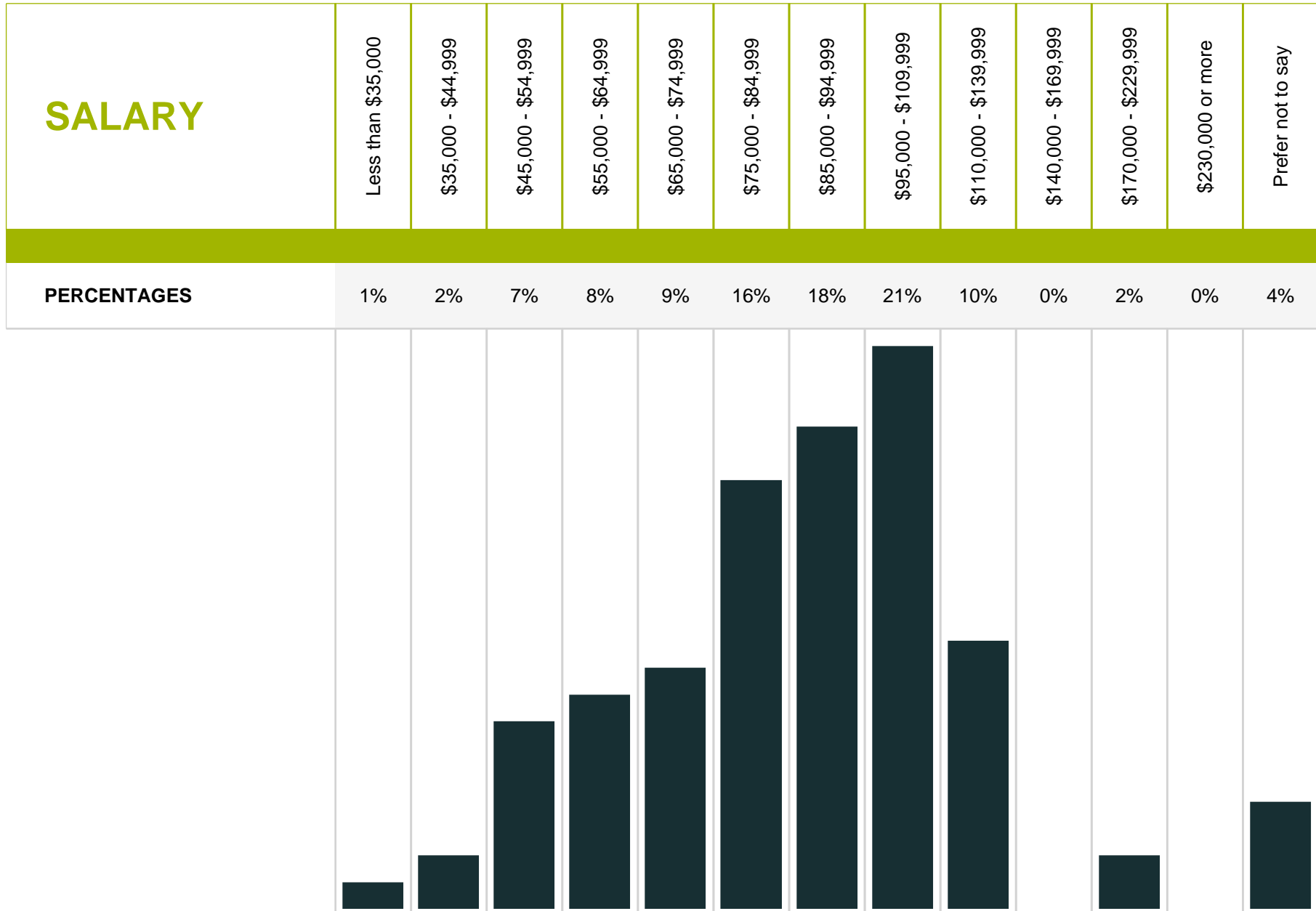
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		54%
Other service delivery work		5%
Administrative support		8%
Corporate services		7%
Policy		1%
Research		0%
Program and project management support		18%
Other		7%

# 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.

	Local Land Services	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>	702	361	31	54	50	8	3	121	0	45
<b>ENGAGEMENT</b>	62%	59%	65%	71%	70%	(r)	(r)	62%	(r)	62%
<b>SENIOR MANAGERS</b>	47%	43%	42%	58%	64%	(r)	(r)	49%	(r)	49%
<b>COMMUNICATION</b>	65%	63%	59%	66%	79%	(r)	(r)	68%	(r)	66%
<b>HIGH PERFORMANCE</b>	69%	66%	67%	75%	81%	(r)	(r)	73%	(r)	66%
<b>PUBLIC SECTOR VALUES</b>	70%	68%	63%	74%	81%	(r)	(r)	73%	(r)	69%
<b>DIVERSITY &amp; INCLUSION</b>	74%	71%	69%	76%	86%	(r)	(r)	78%	(r)	71%

### 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.

	Local Land Services	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>	702	9	14	49	54	63	107	122	144	66	2	12	1	30
<b>ENGAGEMENT</b>	62%	(r)	(r)	65%	62%	62%	66%	62%	57%	64%	(r)	(r)	(r)	58%
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	42%	46%	43%	52%	51%	45%	50%	(r)	(r)	(r)	34%
<b>COMMUNICATION</b>	65%	(r)	(r)	59%	66%	57%	68%	68%	66%	70%	(r)	(r)	(r)	54%
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	63%	70%	61%	73%	72%	68%	77%	(r)	(r)	(r)	56%
<b>PUBLIC SECTOR VALUES</b>	70%	(r)	(r)	62%	70%	62%	74%	73%	70%	75%	(r)	(r)	(r)	58%
<b>DIVERSITY &amp; INCLUSION</b>	74%	(r)	(r)	67%	74%	63%	79%	77%	74%	81%	(r)	(r)	(r)	61%

### 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.

	Local Land Services	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>	702	88	120	272	97	57	35
<b>ENGAGEMENT</b>	62%	67%	64%	61%	58%	63%	61%
<b>SENIOR MANAGERS</b>	47%	56%	49%	47%	41%	44%	46%
<b>COMMUNICATION</b>	65%	71%	68%	66%	61%	61%	63%
<b>HIGH PERFORMANCE</b>	69%	70%	68%	70%	68%	71%	65%
<b>PUBLIC SECTOR VALUES</b>	70%	73%	69%	70%	69%	69%	69%
<b>DIVERSITY &amp; INCLUSION</b>	74%	76%	74%	75%	73%	72%	71%

### 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.

	Local Land Services	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>	702	0	16	32	61	116	108	103	101	81	34	13
<b>ENGAGEMENT</b>	62%	(r)	(r)	65%	61%	62%	60%	63%	59%	63%	64%	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	48%	47%	46%	47%	52%	41%	49%	53%	(r)
<b>COMMUNICATION</b>	65%	(r)	(r)	69%	65%	67%	65%	69%	60%	65%	70%	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	70%	67%	71%	68%	71%	67%	69%	67%	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	(r)	(r)	69%	68%	71%	70%	71%	68%	70%	71%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	74%	(r)	(r)	78%	73%	76%	73%	75%	72%	71%	72%	(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.

	Local Land Services	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	702	326	341	3
<b>ENGAGEMENT</b>	62%	62%	62%	(r)
<b>SENIOR MANAGERS</b>	47%	50%	45%	(r)
<b>COMMUNICATION</b>	65%	68%	64%	(r)
<b>HIGH PERFORMANCE</b>	69%	69%	69%	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	72%	69%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	74%	74%	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.

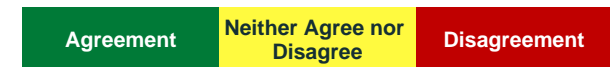
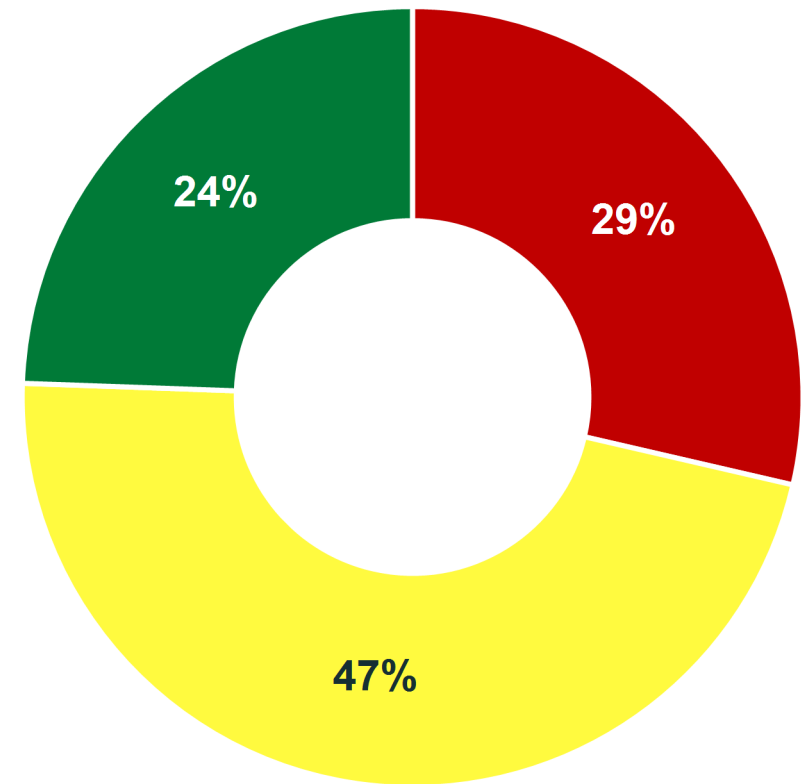
# 24%

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

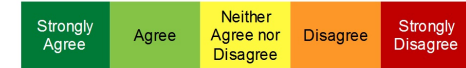
## **i** ANONYMITY RULES

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

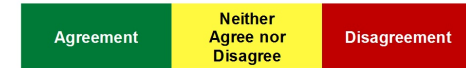
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## **i** HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



## **i** HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

**Regression Analysis** then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

## **i** ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%