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RESPONSE RATE

31%

111 RESPONSES
OUT OF 356 EMPLOYEES

ENGAGEMENT INDEX

71%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **62%**



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	98%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	97%
2i.	People in my workgroup treat customers/clients with respect	94%
2a.	My workgroup strives to achieve customer/client satisfaction	93%
1d.	I feel I make a contribution to achieving the organisation's objectives	90%
3i.	I have a strong desire to advance my career	90%
7q.	I feel a strong personal attachment to my organisation	89%
7a.	My organisation provides high quality services	88%
7c.	My organisation strives to earn and sustain a high level of public trust	87%
7b.	My organisation strives to match services to customer/client needs	85%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3e.	My performance is assessed against clear criteria	22%
3a.	I have a current performance plan that sets out my individual objectives	24%
7f.	I feel that change is handled well in my organisation	26%
15.	I believe action will be taken on the results from this survey by my organisation	27%
3j.	I am satisfied with the opportunities available for career development in my organisation	29%
6h.	I feel that senior managers listen to employees	32%
7j.	My organisation is committed to developing its employees	32%
6b.	I feel that senior leaders effectively lead and manage change	33%
6g.	I feel that senior managers keep employees informed about what's going on	35%
5n.	My manager appropriately deals with employees who perform poorly	36%



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	71% RESPONSE SCALE	AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work		61%	52%	54%	60%
Q7p. I am proud to tell others I work for my organisation		85%	88%	66%	68%
Q7q. I feel a strong personal attachment to my organisation		89%	82%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives		63%	60%	48%	55%
Q7s. My organisation inspires me to do the best in my job		64%	72%	48%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK	79% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		77%	70%	76%
Q1h. I look for ways to perform my job more effectively		98%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		83%	70%	76%
Q1j. I am satisfied with my job at the present time		58%	60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

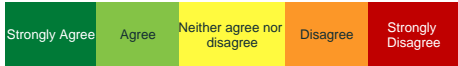
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Some key comparisons are provided.

SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	25	20	19	22	40%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	13	20	20	25	22	33%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	13	28	16	22	21	42%	40%	48%
Q6d. Senior managers encourage innovation by employees	11	35	19	21	13	47%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	18	15	11	56%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21	46	13	13	8	67%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	23	18	25	22	35%	34%	44%
Q6h. I feel that senior managers listen to employees	11	21	23	21	24	32%	31%	39%
Q7f. I feel that change is handled well in my organisation	9	17	25	28	20	26%	31%	41%

KEY





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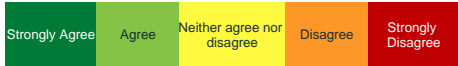
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Some key comparisons are provided.

COMMUNICATION	57% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me		71%	63%	69%
Q5f. My manager encourages and values employee input		67%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work		63%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		35%	34%	44%
Q6h. I feel that senior managers listen to employees		32%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		74%	62%	69%

KEY





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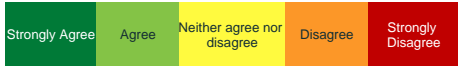
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	46	7	7		83%	89%	90%	
Q1b. I have the tools I need to do my job effectively	16	45	16	17		61%	65%	70%	
Q1c. I get the information I need to do my job well	14	42	15	22	7	56%	63%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	43	47	7			90%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	45	11	8	9	72%	61%	69%	
Q2b. People in my workgroup use time and resources efficiently	43	40	11			83%	63%	70%	
Q2c. My team works collaboratively to achieve its objectives	33	48	10			81%	71%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	42	43	9			85%	71%	76%	
Q3h. I have received appropriate training and development to do my job well	8	35	28	16	13	43%	57%	63%	

KEY





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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.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15	51	17	11		66%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	16	45	18	12	9	61%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17	53	17	7		71%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	28	33	22	10		61%	61%	67%	
Q6d. Senior managers encourage innovation by employees	11	35	19	21	13	47%	37%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	18	15	11	56%	43%	52%	
Q7d. My organisation focuses on improving the work we do	30	40	17	11		70%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	25	36	17	14	8	61%	52%	62%	
Q7g. There is good co-operation between teams across our organisation	11	27	25	24	13	38%	42%	48%	

KEY





EXPLORE THE FULL SURVEY RESULTS

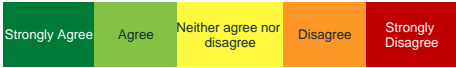
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE			AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	14	47	22	9	9	61%	39%	51%			
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26	47	16	8		74%	57%	67%			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	56	41				97%	80%	85%			

KEY





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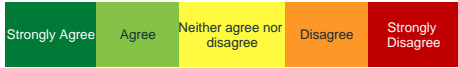
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR				
Q2a. My workgroup strives to achieve customer/client satisfaction		59	34	93%	78%	85%			
Q2b. People in my workgroup use time and resources efficiently		43	40	11	83%	63%	70%		
Q2g. People in my workgroup are honest, open and transparent in their dealings		36	41	14	77%	63%	67%		
Q2h. People in my workgroup treat each other with respect		40	41	11	80%	67%	72%		
Q2i. People in my workgroup treat customers/clients with respect		53	41	94%	79%	86%			
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		15	51	17	11	66%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		16	45	18	12	9	61%	52%	64%
Q5d. My manager listens to what I have to say		28	44	18	72%	66%	73%		
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		22	46	18	7	68%	58%	64%	

KEY





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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		67% RESPONSE SCALE			AGREEMENT %	JUSTICE	SECTOR		
Q5k. My manager treats employees with dignity and respect		38	41	16	78%	70%	76%		
Q5l. My manager talks to me about how the values apply to my work		16	35	24	16	9	51%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		15	25	20	19	22	40%	37%	47%
Q6c. I feel that senior managers model the values of my organisation		13	28	16	22	21	42%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		21	46	13	13	8	67%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		12	23	18	25	22	35%	34%	44%
Q6h. I feel that senior managers listen to employees		11	21	23	21	24	32%	31%	39%
Q7a. My organisation provides high quality services		42	47	10	1	1	88%	74%	80%
Q7b. My organisation strives to match services to customer/client needs		39	46	10	4	1	85%	75%	80%

KEY





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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	67% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust					87%	80%	83%
Q7d. My organisation focuses on improving the work we do					70%	67%	76%
Q7h. People in my organisation take responsibility for their own actions					44%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest					54%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

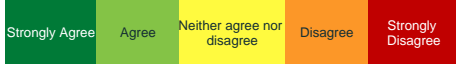
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Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	12	41	23	17	8	52%	51%	59%
Q5d. My manager listens to what I have to say	28	44	18	8	2	72%	66%	73%
Q5f. My manager encourages and values employee input	27	40	18	8	7	67%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	26	40	17	11	6	66%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	46	18	7	5	68%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	21	40	23	8	8	62%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	32	39	18	8	3	72%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26	47	16	8	3	74%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	48	12	13	2	74%	62%	69%

KEY





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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	70% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		97%	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>		73%	60%	58%

KEY





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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	53% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10	43	26	14	8	52%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	12	34	30	12	13	46%	33%	41%
Q7n. My organisation generally selects capable people to do the job	14	47	22	9	9	61%	39%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

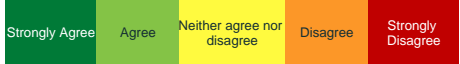
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	40%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	12	31	37	10	9	43%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12	27	41	12	8	40%	48%	53%
Q7g. There is good co-operation between teams across our organisation	11	27	25	24	13	38%	42%	48%

KEY





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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	45% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		24%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		60%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		39%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		50%	49%	59%
Q3e. My performance is assessed against clear criteria		22%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		67%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		39%	53%	60%
Q3h. I have received appropriate training and development to do my job well		43%	57%	63%
Q3i. I have a strong desire to advance my career		90%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

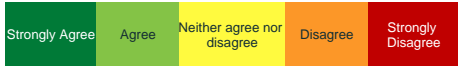
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	45% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		29%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		37%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		67%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly		36%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		48%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		43%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		40%	48%	53%
Q7j. My organisation is committed to developing its employees		32%	43%	53%

KEY





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Some key comparisons are provided.

MOBILITY	40% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	9 28 35 12 16	37%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	12 31 37 10 9	43%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	12 27 41 12 8	40%	48%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS	53% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q4a. I am paid fairly for the work I do	12	42	18	17	11	54%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	10	41	23	17	9	51%	56%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	73% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	45	31	19		76%	73%	77%
Q8c. Age is not a barrier to success in my organisation	28	33	18	17	62%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	36	35	22	8	70%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	48	35	17		83%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	44	29	18	8	74%	69%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

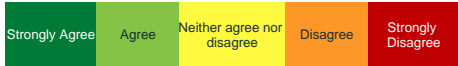
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Some key comparisons are provided.

WORKPLACE SUPPORT	62% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		52%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level		48%	58%	58%
Q1l. My workload is acceptable		45%	60%	55%
Q2e. I receive help and support from other members of my workgroup		82%	76%	80%
Q2f. There is good team spirit in my workgroup		74%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		72%	54%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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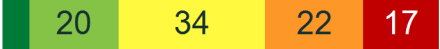
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Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

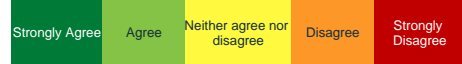
27% RESPONSE SCALE

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



	AGREEMENT %	JUSTICE	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	27%	24%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

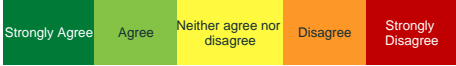
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Some key comparisons are provided.

WORKPLACE CONDUCT	46% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20 34 27 12	54%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10 27 37 18 9	37%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	15 33 30 15 8	48%	40%	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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		58%	47%	46%
Better skills in my workgroup		37%	28%	27%
Improved career opportunities		70%	59%	52%
Improved learning and development opportunities		70%	50%	50%
Greater involvement in decision making		55%	34%	33%
Better pay and benefits		64%	62%	58%
Greater recognition for the work I do		51%	46%	45%
Better leadership from senior managers		58%	46%	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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		32%	30%	27%
Better accountability for performance		31%	29%	25%
A better location		11%	22%	20%
More flexible working conditions		26%	37%	38%
Better work/life balance		42%	45%	46%
Improved facilities		46%	32%	30%
Improved technology and systems		49%	40%	38%
Better job security		54%	47%	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%	JUSTICE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		73%	68%	72%
No		23%	28%	24%
Don't Know		4%	4%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		19%	25%	25%
No		66%	65%	64%
Don't Know		15%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		50%	65%	63%
No		44%	34%	35%
Don't Know		6%	1%	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%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		34%	36%	35%
No		58%	57%	58%
Don't Know		8%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		18%	21%	20%
No		76%	73%	75%
Don't Know		6%	6%	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%	JUSTICE	SECTOR
Q10e. 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		17%	25%	23%
Your Immediate Manager/Supervisor		28%	27%	26%
A fellow worker at your level		44%	22%	25%
A subordinate		6%	8%	8%
Prefer not to say		6%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

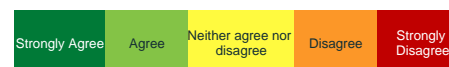
This section shows results for all the survey questions grouped by key themes.

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.

JUSTICE QUESTIONS	RESPONSE SCALE				AGREEMENT %	JUSTICE	
Q1. I am confident I can state the values of my organisation	18	46	22	12	65%	72%	
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	10	43	29	14	53%	47%	
Q3. I am respected for the unique skills and experiences I bring to the organisation	12	52	18	14	64%	52%	
Q4. Messages I see and hear make me feel that I belong in this organisation	11	50	21	14	61%	46%	
Q5. I am regularly consulted on matters affecting safety in my workplace		44	25	16	8	51%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	8	32	37	18		40%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	8	26	42	19		34%	43%
Q8. My manager is focused on my capability development	7	21	42	17	12	28%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

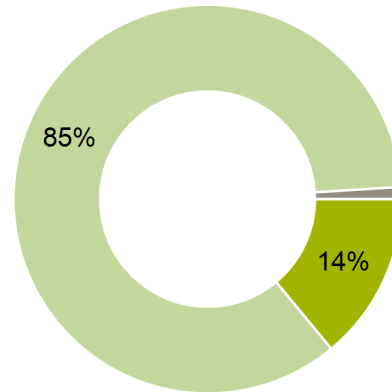
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		33%
Female		67%
Age		
<35		16%
35 - 54		75%
> 54		8%

PROFILE OF RESPONDENTS

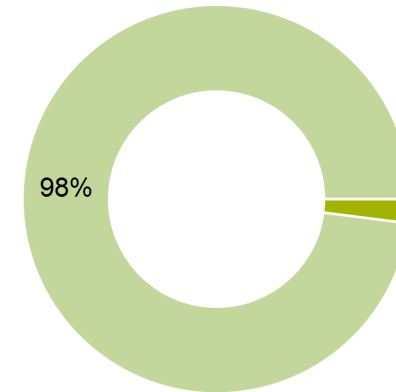


PERSONAL PROFILES

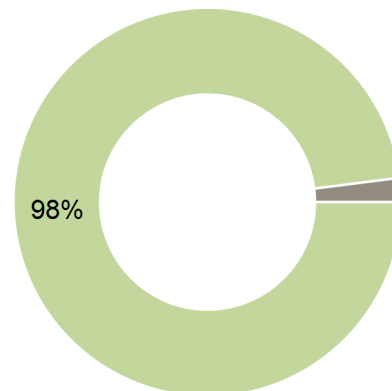
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



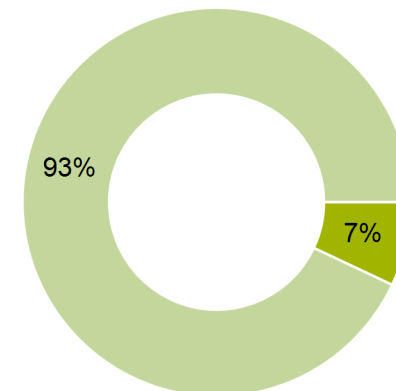
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		14%
2 - 5 years		13%
5 - 10 years		27%
10 - 20 years		30%
More than 20 years		7%

PROFILE OF RESPONDENTS



WORK PROFILES

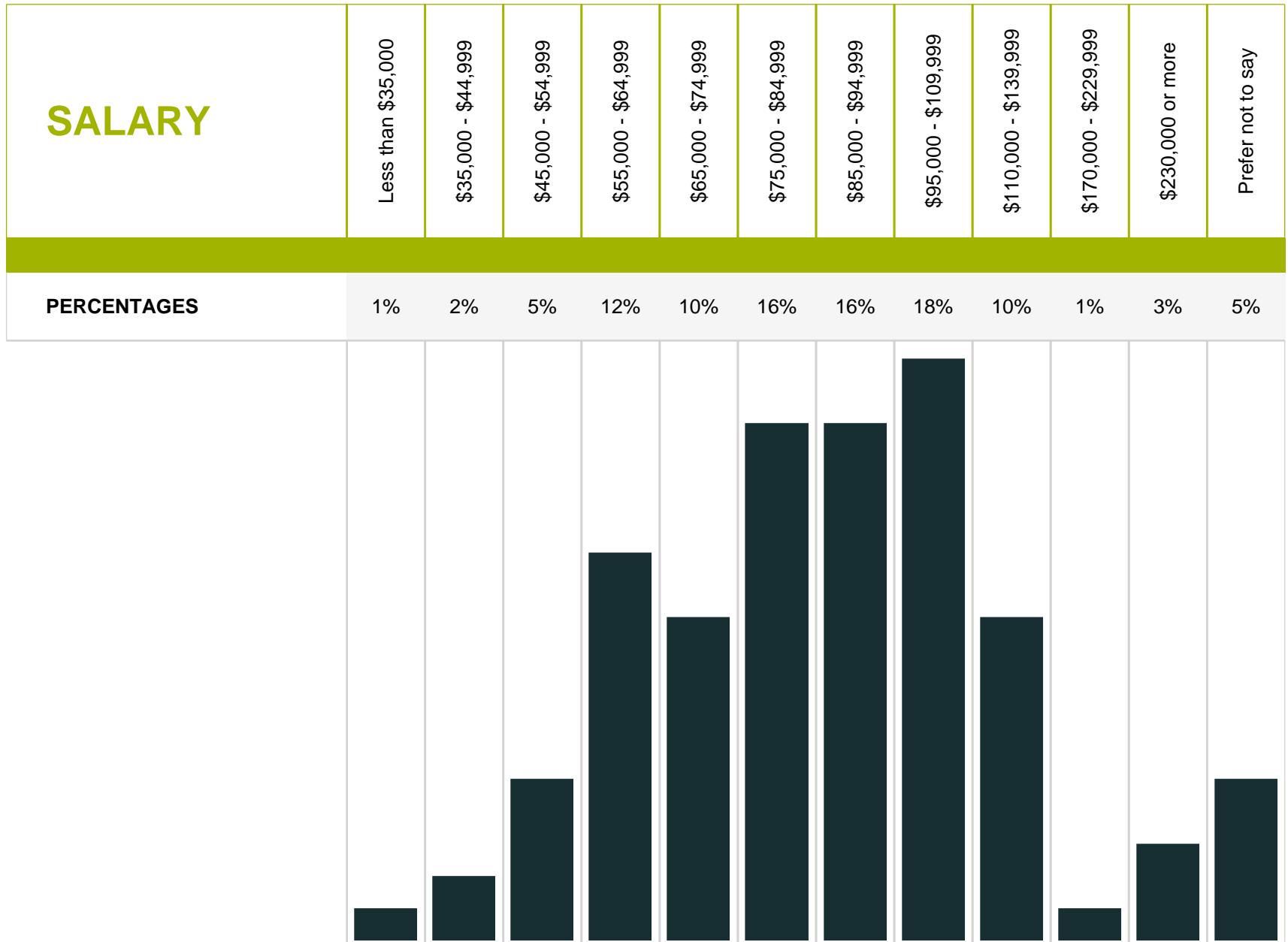
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		19%
Other service delivery work		16%
Administrative support		4%
Corporate services		13%
Research		4%
Program and project management support		12%
Other		31%

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.

	Art Gallery of 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
NUMBER OF RESPONDENTS	111	19	16	4	13	0	4	12	0	31
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%

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.

	Art Gallery of 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
NUMBER OF RESPONDENTS	111	1	2	5	12	10	16	16	18	10	0	1	3	5
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(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 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.

	Art Gallery of NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	111	8	14	13	26	29	7
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(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.

	Art Gallery of NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	111	0	1	6	9	16	21	17	19	7	1	0
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(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.

	Art Gallery of NSW	Male	Female	Other
NUMBER OF RESPONDENTS	111	32	66	0
ENGAGEMENT	71%	72%	73%	(r)
SENIOR MANAGERS	42%	42%	43%	(r)
COMMUNICATION	57%	59%	58%	(r)
HIGH PERFORMANCE	67%	66%	70%	(r)
PUBLIC SECTOR VALUES	67%	67%	69%	(r)
DIVERSITY & INCLUSION	70%	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 WORK LOCATION



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.

	Art Gallery of NSW	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	111	98	0
ENGAGEMENT	71%	72%	(r)
SENIOR MANAGERS	42%	42%	(r)
COMMUNICATION	57%	58%	(r)
HIGH PERFORMANCE	67%	68%	(r)
PUBLIC SECTOR VALUES	67%	67%	(r)
DIVERSITY & INCLUSION	70%	71%	(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 CURRENT ROLE



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.

	Art Gallery of NSW	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	111	0	0	0	0	0	1	0	0	15	0	0	0	0
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(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 CURRENT ROLE



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.

	Art Gallery of NSW	Welfare Officer	Other
NUMBER OF RESPONDENTS	111	0	77
ENGAGEMENT	71%	(r)	70%
SENIOR MANAGERS	42%	(r)	40%
COMMUNICATION	57%	(r)	55%
HIGH PERFORMANCE	67%	(r)	66%
PUBLIC SECTOR VALUES	67%	(r)	65%
DIVERSITY & INCLUSION	70%	(r)	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



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.

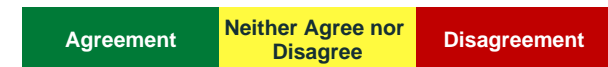
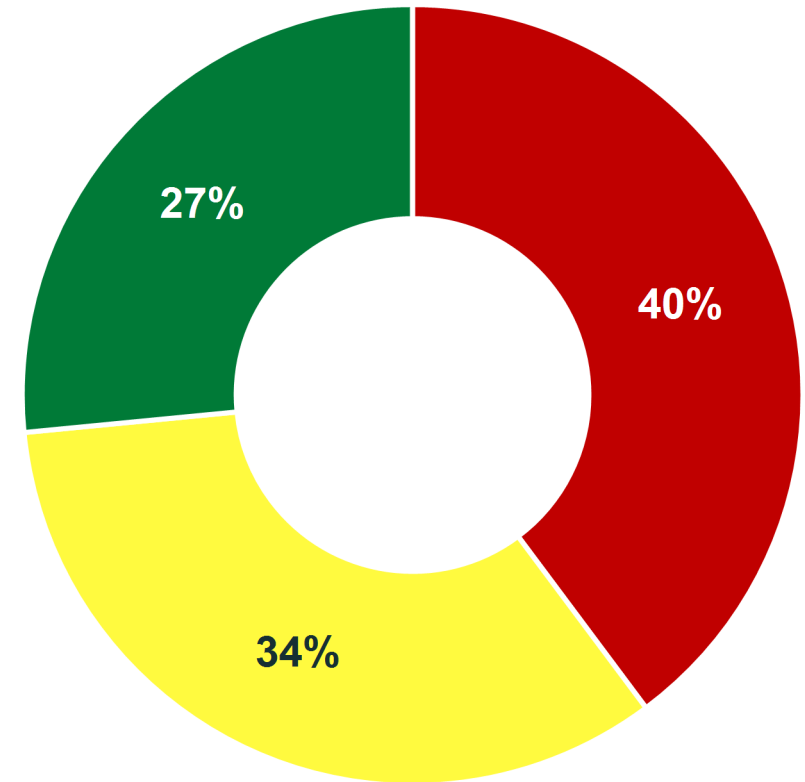
27%

of employees replied favourably to:

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

32%
SECTOR

24%
CLUSTER



GUIDE TO THIS REPORT

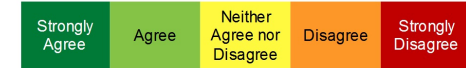
ANONYMITY RULES

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

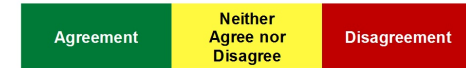
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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