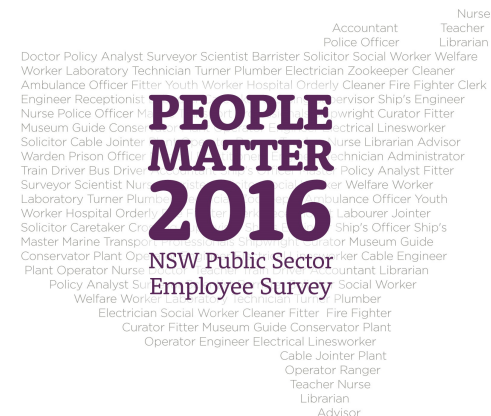


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Justice

Museum of Applied Arts and Sciences

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RESPONSE RATE

88%

185 RESPONSES
OUT OF 211 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	97%
2a. My workgroup strives to achieve customer/client satisfaction	92%
1d. I feel I make a contribution to achieving the organisation's objectives	91%
2i. People in my workgroup treat customers/clients with respect	90%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	89%
2e. I receive help and support from other members of my workgroup	85%
2d. People in my workgroup have the appropriate skills to do the job well	85%
1a. I understand what is expected of me to do well in my role	84%
8e. Sexual orientation is not a barrier to success in my organisation	84%
7c. My organisation strives to earn and sustain a high level of public trust	84%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

6h. I feel that senior managers listen to employees	30%
15. I believe action will be taken on the results from this survey by my organisation	32%
9b. I have confidence in the ways my organisation resolves grievances	36%
7f. I feel that change is handled well in my organisation	36%
3j. I am satisfied with the opportunities available for career development in my organisation	37%
5n. My manager appropriately deals with employees who perform poorly	40%
6b. I feel that senior leaders effectively lead and manage change	41%
6c. I feel that senior managers model the values of my organisation	42%
7g. There is good co-operation between teams across our organisation	42%
7j. My organisation is committed to developing its employees	43%



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 %	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	25 38 21 12	64%	54%	60%
Q7p. I am proud to tell others I work for my organisation	35 44 12 7	79%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	42 36 16	79%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	25 32 27 12	57%	48%	55%
Q7s. My organisation inspires me to do the best in my job	24 35 24 13	59%	48%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 78% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	70%	76%
Q1h. I look for ways to perform my job more effectively		97%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		78%	70%	76%
Q1j. I am satisfied with my job at the present time		61%	60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

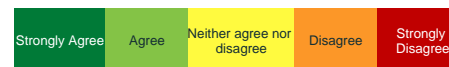
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Some key comparisons are provided.

SENIOR MANAGERS	45% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	34	24	18	13	45%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	33	28	17	14	41%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	10	31	33	12	13	42%	40%	48%
Q6d. Senior managers encourage innovation by employees	8	42	27	15	8	50%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	43	33	9		52%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	46	20	11		64%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	25	18	12	45%	34%	44%
Q6h. I feel that senior managers listen to employees		25	31	22	16	30%	31%	39%
Q7f. I feel that change is handled well in my organisation	12	25	26	27	10	36%	31%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	62% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me		72%	63%	69%
Q5f. My manager encourages and values employee input		78%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work		70%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		45%	34%	44%
Q6h. I feel that senior managers listen to employees		30%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

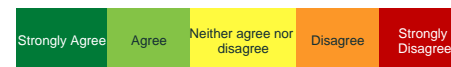
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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	34	51	10		84%	89%	90%	
Q1b. I have the tools I need to do my job effectively	15	50	16	18	65%	65%	70%	
Q1c. I get the information I need to do my job well	12	44	23	20	56%	63%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	43	48			91%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	31	43	11	13	74%	61%	69%	
Q2b. People in my workgroup use time and resources efficiently	29	44	20		72%	63%	70%	
Q2c. My team works collaboratively to achieve its objectives	40	41	11	8	81%	71%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	32	52	7		85%	71%	76%	
Q3h. I have received appropriate training and development to do my job well	15	41	24	13	56%	57%	63%	

KEY





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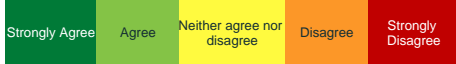
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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	44	21	8	70%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	45	18	13	67%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	25	39	24	10	64%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	26	42	21	10	68%	61%	67%	
Q6d. Senior managers encourage innovation by employees	8	42	27	15	8	50%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	43	33	9	52%	43%	52%	
Q7d. My organisation focuses on improving the work we do	25	45	18	9	70%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	17	35	24	16	8	52%	52%	62%
Q7g. There is good co-operation between teams across our organisation	13	29	26	19	14	42%	42%	48%

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				68% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	13	55	20	9	68%	39%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26	49	20		74%	57%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49	40	10		89%	80%	85%	

KEY





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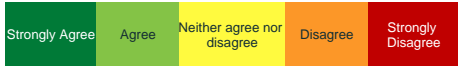
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction	49	42	92%	78%	85%		
Q2b. People in my workgroup use time and resources efficiently	29	44	20	72%	63%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	41	34	18	75%	63%	67%	
Q2h. People in my workgroup treat each other with respect	42	38	14	80%	67%	72%	
Q2i. People in my workgroup treat customers/clients with respect	51	40	8	90%	79%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	44	21	8	70%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	45	18	13	67%	52%	64%
Q5d. My manager listens to what I have to say	38	42	14	6	79%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	37	27	7	63%	58%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

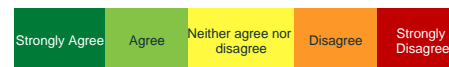
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	41	43	13			84%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	24	34	31	10		58%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	34	24	18	13	45%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	10	31	33	12	13	42%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	46	20	11		64%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	25	18	12	45%	34%	44%
Q6h. I feel that senior managers listen to employees		25	31	22	16	30%	31%	39%
Q7a. My organisation provides high quality services	26	56	12			83%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	26	53	13	7		79%	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	33	51	12			84%	80%	83%
Q7d. My organisation focuses on improving the work we do	25	45	18	9		70%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	11	36	27	18	9	47%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	21	35	32	8		56%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

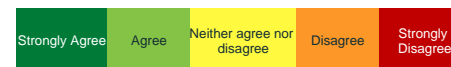
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	40	25	16	55%	51%	59%
Q5d. My manager listens to what I have to say	38	42	14		79%	66%	73%
Q5f. My manager encourages and values employee input	37	42	13	7	78%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	26	44	18	8	70%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	37	27	7	63%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	27	39	27		66%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	32	46	17		77%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	26	49	20		74%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	29	49	13	7	78%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

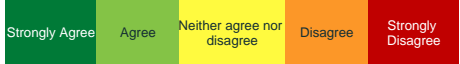
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Some key comparisons are provided.

DIVERSITY & INCLUSION		73% RESPONSE SCALE		AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	49	40	10	89%	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>	28	48	15	76%	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	11	35	26	20	8	45%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	12	35	29	16	8	47%	33%	41%
Q7n. My organisation generally selects capable people to do the job	13	55	20	9		68%	39%	51%

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.

EMPLOYEE VALUE PROPOSITION	55%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	37	30	63%	56%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	37	35	60%	48%	53%		
Q7g. There is good co-operation between teams across our organisation	13	29	26	19	14	42%	42%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

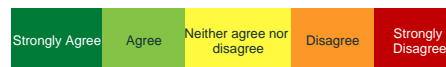
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	57% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		67%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		64%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		56%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		58%	49%	59%
Q3e. My performance is assessed against clear criteria		47%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		50%	53%	60%
Q3h. I have received appropriate training and development to do my job well		56%	57%	63%
Q3i. I have a strong desire to advance my career		75%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

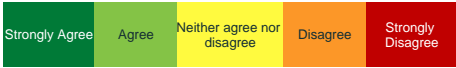
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	57% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10	27	30	20	12	37%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	19	25	38	11	8	44%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	32	43	16			74%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	26	35	18		40%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	40	28	9		61%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	37	30			63%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	37	35			60%	48%	53%
Q7j. My organisation is committed to developing its employees	10	33	31	18	7	43%	43%	53%

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.

MOBILITY	55% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		44%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		63%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		60%	48%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

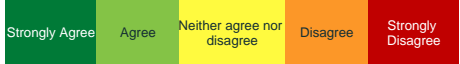
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Some key comparisons are provided.

PAY & BENEFITS	61% 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	19	45	13	17		64%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	13	45	23	17		58%	56%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

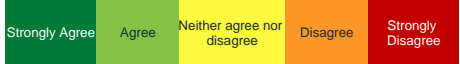
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Some key comparisons are provided.

DIVERSITY GROUPS	73% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	34	44	15			78%	73%	77%
Q8c. Age is not a barrier to success in my organisation	24	38	19	12		63%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	24	34	36			58%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	40	43	15			84%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	38	42	15			80%	69%	74%

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.

WORKPLACE SUPPORT	64% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR	
Q1f. I am provided with the support I need to optimise my contribution at work	15	40	25	16	55%	51%	59%	
Q1k. I am able to keep my work stress at an acceptable level	12	43	25	14	55%	58%	58%	
Q1l. My workload is acceptable	15	38	21	18	8	53%	60%	55%
Q2e. I receive help and support from other members of my workgroup	39	46	9		85%	76%	80%	
Q2f. There is good team spirit in my workgroup	42	33	15	7	76%	63%	67%	
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	15	47	26	8	63%	54%	56%	

KEY





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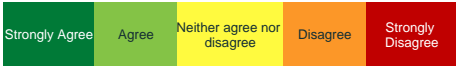
ACTION ABOUT SURVEY RESULTS

32% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

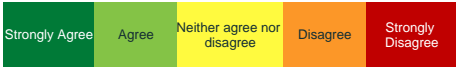
This section shows results for all the survey questions grouped by key themes.

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	48% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		56%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		36%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		52%	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		66%	47%	46%
Better skills in my workgroup		26%	28%	27%
Improved career opportunities		72%	59%	52%
Improved learning and development opportunities		62%	50%	50%
Greater involvement in decision making		44%	34%	33%
Better pay and benefits		65%	62%	58%
Greater recognition for the work I do		47%	46%	45%
Better leadership from senior managers		43%	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		21%	30%	27%
Better accountability for performance		25%	29%	25%
A better location		17%	22%	20%
More flexible working conditions		31%	37%	38%
Better work/life balance		41%	45%	46%
Improved facilities		36%	32%	30%
Improved technology and systems		41%	40%	38%
Better job security		45%	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		51%	68%	72%
No		38%	28%	24%
Don't Know		11%	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		18%	25%	25%
No		68%	65%	64%
Don't Know		13%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		53%	65%	63%
No		47%	34%	35%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		31%	36%	35%
No		64%	57%	58%
Don't Know		5%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		11%	21%	20%
No		85%	73%	75%
Don't Know		5%	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		22%	27%	26%
A fellow worker at your level		39%	22%	25%
Other		17%	3%	4%
Prefer not to say		6%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

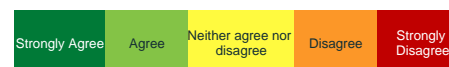
This section shows results for all the survey questions grouped by key themes.

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	26	51	20		76%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	14	47	29	9	61%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	18	42	23	15	60%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	14	39	33	13	53%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	16	39	28	13	55%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	16	45	28		61%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	11	35	43		46%	43%
Q8. My manager is focused on my capability development	10	29	40	16	39%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

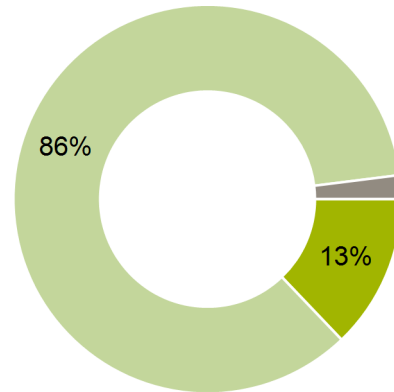
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		34%
Female		65%
Other		1%
Age		
<35		30%
35 - 54		54%
> 54		16%

PROFILE OF RESPONDENTS

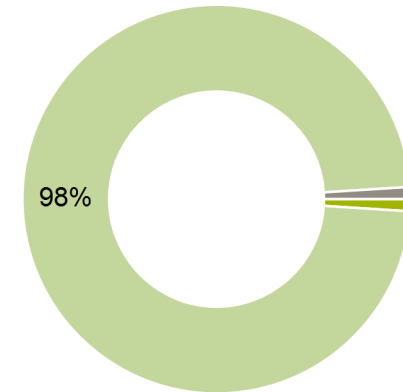


PERSONAL PROFILES

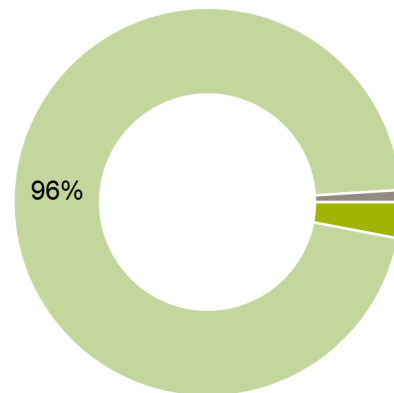
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



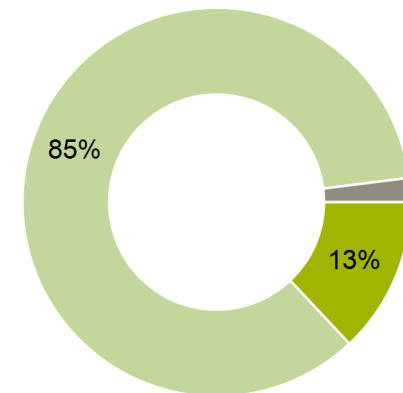
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		19%
1 - 2 years		19%
2 - 5 years		17%
5 - 10 years		14%
10 - 20 years		16%
More than 20 years		16%

PROFILE OF RESPONDENTS



WORK PROFILES

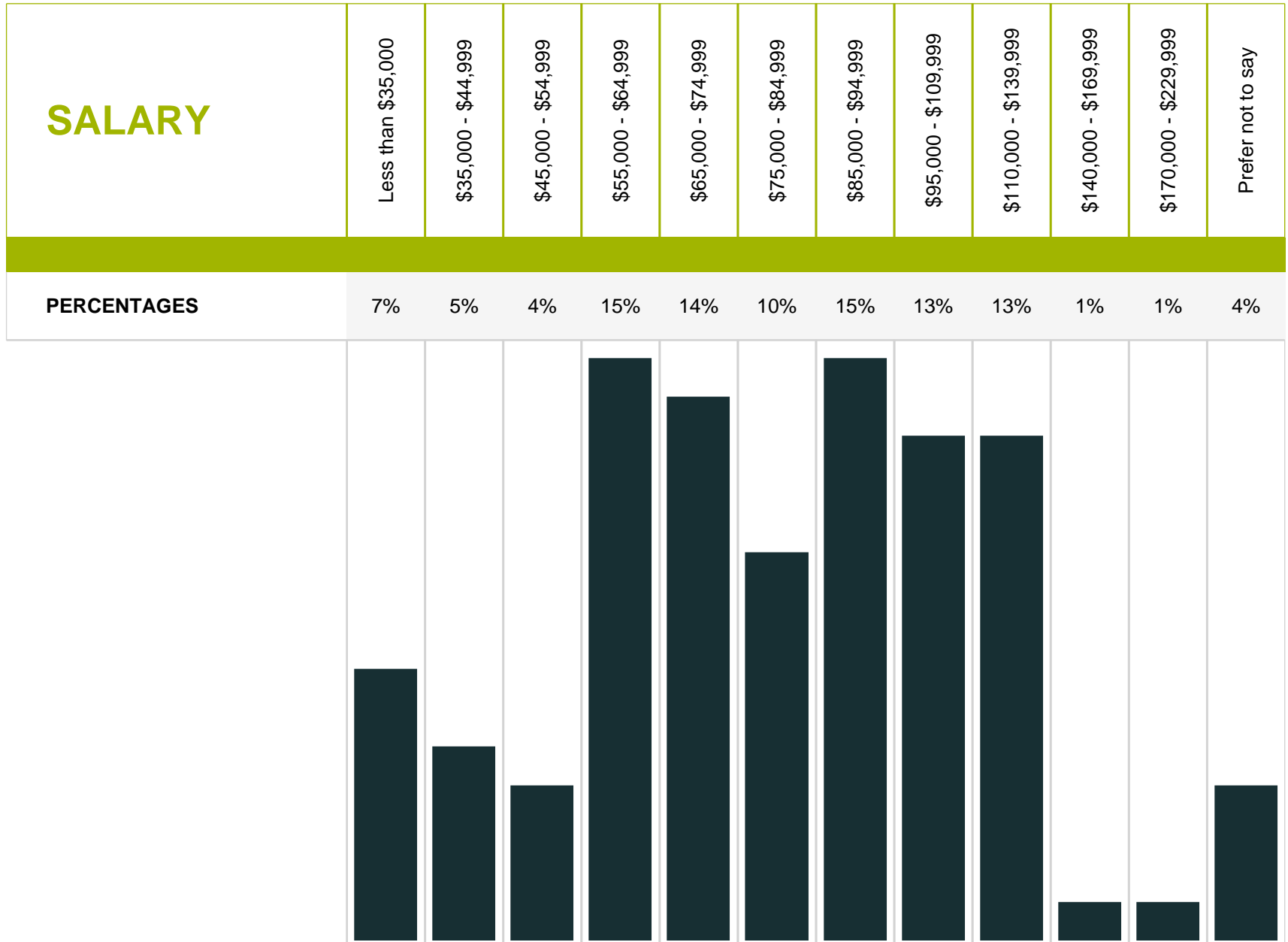
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		27%
Other service delivery work		9%
Administrative support		8%
Corporate services		13%
Research		8%
Program and project management support		10%
Other		25%

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.

	Museum of Applied Arts and Sciences	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	185	45	15	14	22	0	13	17	0	42
ENGAGEMENT	71%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	70%
SENIOR MANAGERS	45%	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%
COMMUNICATION	62%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%
HIGH PERFORMANCE	68%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%
PUBLIC SECTOR VALUES	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%
DIVERSITY & INCLUSION	73%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%

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.

	Museum of Applied Arts and Sciences	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	185	11	9	6	25	23	16	25	21	22	1	2	0	6
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	(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	73%	(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.

	Museum of Applied Arts and Sciences	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	185	32	31	28	23	26	27
ENGAGEMENT	71%	80%	77%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	53%	63%	(r)	(r)	(r)	(r)
COMMUNICATION	62%	72%	73%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	76%	78%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	74%	77%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	83%	80%	(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.

	Museum of Applied Arts and Sciences	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	185	1	9	26	14	20	19	24	28	15	9	3
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	(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	73%	(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.

	Museum of Applied Arts and Sciences	Male	Female	Other
NUMBER OF RESPONDENTS	185	57	109	2
ENGAGEMENT	71%	70%	72%	(r)
SENIOR MANAGERS	45%	40%	50%	(r)
COMMUNICATION	62%	61%	65%	(r)
HIGH PERFORMANCE	68%	63%	73%	(r)
PUBLIC SECTOR VALUES	67%	63%	71%	(r)
DIVERSITY & INCLUSION	73%	72%	75%	(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.

	Museum of Applied Arts and Sciences	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	185	165	1
ENGAGEMENT	71%	71%	(r)
SENIOR MANAGERS	45%	46%	(r)
COMMUNICATION	62%	63%	(r)
HIGH PERFORMANCE	68%	69%	(r)
PUBLIC SECTOR VALUES	67%	68%	(r)
DIVERSITY & INCLUSION	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

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.

	Museum of Applied Arts and Sciences	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	185	0	0	0	0	0	1	0	0	27	0	0	0	4
ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	(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	73%	(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.

	Museum of Applied Arts and Sciences	Welfare Officer	Other
NUMBER OF RESPONDENTS	185	1	133
ENGAGEMENT	71%	(r)	72%
SENIOR MANAGERS	45%	(r)	47%
COMMUNICATION	62%	(r)	64%
HIGH PERFORMANCE	68%	(r)	69%
PUBLIC SECTOR VALUES	67%	(r)	68%
DIVERSITY & INCLUSION	73%	(r)	74%

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.

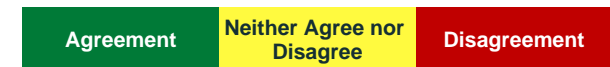
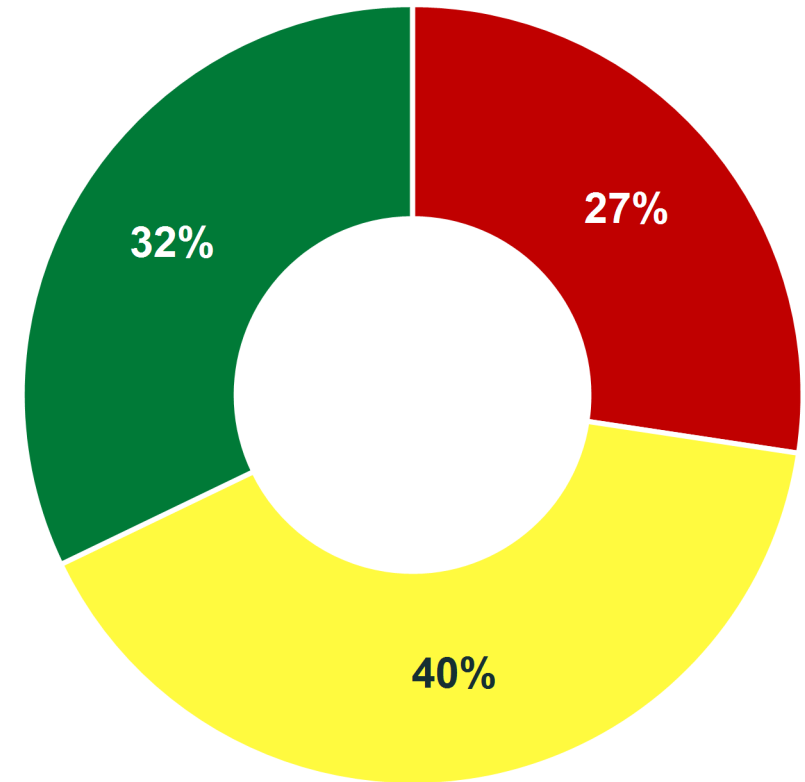
32%

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

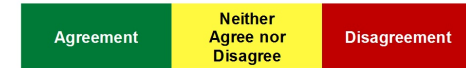
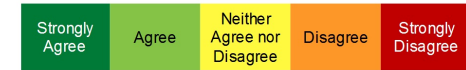
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%