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RESPONSE RATE

20%

**4,166 RESPONSES
OUT OF 20,624 EMPLOYEES**

ENGAGEMENT INDEX

61%

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
%

1a.	I understand what is expected of me to do well in my role	91%
1h.	I look for ways to perform my job more effectively	90%
7c.	My organisation strives to earn and sustain a high level of public trust	87%
1d.	I feel I make a contribution to achieving the organisation's objectives	81%
2i.	People in my workgroup treat customers/clients with respect	80%
2a.	My workgroup strives to achieve customer/client satisfaction	77%
7b.	My organisation strives to match services to customer/client needs	77%
7a.	My organisation provides high quality services	75%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	75%
8b.	Cultural background is not a barrier to success in my organisation	74%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15.	I believe action will be taken on the results from this survey by my organisation	14%
6h.	I feel that senior managers listen to employees	26%
6g.	I feel that senior managers keep employees informed about what's going on	29%
7f.	I feel that change is handled well in my organisation	29%
6d.	Senior managers encourage innovation by employees	31%
7l.	My organisation's processes for recruiting employees are efficient	32%
6b.	I feel that senior leaders effectively lead and manage change	32%
7m.	Recruitment and promotion decisions in this organisation are generally fair	33%
7n.	My organisation generally selects capable people to do the job	35%
3k.	I would like to work in another agency within the NSW Public Sector during my career	35%



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

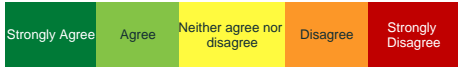
This section shows results for all the survey questions grouped by key themes.

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	61% RESPONSE SCALE					AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	12	41	28	12	7	53%	55%	54%	60%
Q7p. I am proud to tell others I work for my organisation	19	46	22	8		65%	69%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	20	43	21	9		64%	68%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	10	35	32	15	8	45%	49%	48%	55%
Q7s. My organisation inspires me to do the best in my job	11	34	31	15	8	45%	47%	48%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 71% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		69%	70%	76%
Q1h. I look for ways to perform my job more effectively		90%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		67%	70%	76%
Q1j. I am satisfied with my job at the present time		59%	60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

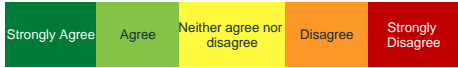
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Some key comparisons are provided.

SENIOR MANAGERS		36% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		30 28 21 16	36%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change		27 28 22 18	32%	35%	43%
Q6c. I feel that senior managers model the values of my organisation		32 29 17 15	39%	40%	48%
Q6d. Senior managers encourage innovation by employees		26 32 23 14	31%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		37 32 16 10	42%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		10 47 24 10 8	58%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		25 27 25 19	29%	34%	44%
Q6h. I feel that senior managers listen to employees		22 29 24 22	26%	31%	39%
Q7f. I feel that change is handled well in my organisation		24 30 28 13	29%	31%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	46% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me	15 43 19 12 10	59%	63%	69%
Q5f. My manager encourages and values employee input	15 40 21 13 10	55%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work	12 38 22 17 12	50%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	25 27 25 19	29%	34%	44%
Q6h. I feel that senior managers listen to employees	22 29 24 22	26%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	10 48 20 14 9	58%	62%	69%

KEY





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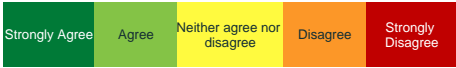
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Some key comparisons are provided.

	HIGH PERFORMANCE		59% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	54		91%	89%	90%
Q1b. I have the tools I need to do my job effectively	14	51	15 16	66%	65%	70%
Q1c. I get the information I need to do my job well	12	53	20 13	65%	63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	26	55	12	81%	82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	14	43	18 18 8	56%	61%	69%
Q2b. People in my workgroup use time and resources efficiently	12	48	22 14	61%	63%	70%
Q2c. My team works collaboratively to achieve its objectives	17	52	18 11	69%	71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	16	57	16 9	73%	71%	76%
Q3h. I have received appropriate training and development to do my job well	12	51	20 11	62%	57%	63%

KEY





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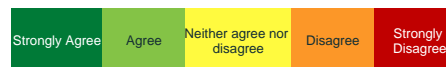
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	HIGH PERFORMANCE					59% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	12	47	22	13		59%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	9	37	28	18	7	47%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	10	44	23	16	8	53%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	14	43	22	13	8	57%	61%	67%	
Q6d. Senior managers encourage innovation by employees		26	32	23	14	31%	37%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with		37	32	16	10	42%	43%	52%	
Q7d. My organisation focuses on improving the work we do	17	54	20	7		70%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	11	41	28	14		52%	52%	62%	
Q7g. There is good co-operation between teams across our organisation		36	29	20	9	42%	42%	48%	

KEY





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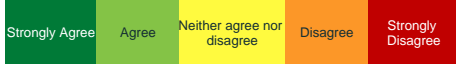
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Some key comparisons are provided.

	HIGH PERFORMANCE				59%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	31	30	22	14	35%		39%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	8	43	32	12	51%		57%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	20	55	20		75%		80%	85%	

KEY





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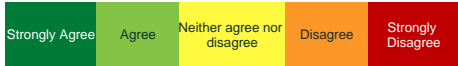
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	22	55	16	5	0	77%	78%	85%
Q2b. People in my workgroup use time and resources efficiently	12	48	22	14	0	61%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	17	46	19	13	0	63%	63%	67%
Q2h. People in my workgroup treat each other with respect	18	49	18	10	0	67%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	21	59	14	0	0	80%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	12	47	22	13	0	59%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	9	37	28	18	7	47%	52%	64%
Q5d. My manager listens to what I have to say	16	45	18	11	9	61%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	14	41	22	12	11	55%	58%	64%

KEY





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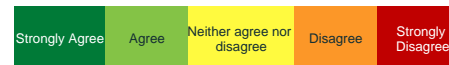
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	19	49	17	7	8	68%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	11	36	28	17	9	47%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		30	28	21	16	36%	37%	47%
Q6c. I feel that senior managers model the values of my organisation		32	29	17	15	39%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	47	24	10	8	58%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		25	27	25	19	29%	34%	44%
Q6h. I feel that senior managers listen to employees		22	29	24	22	26%	31%	39%
Q7a. My organisation provides high quality services	18	57	18			75%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	17	59	17			77%	75%	80%

KEY





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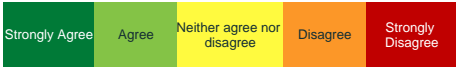
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	30	57	9		87%	80%	83%
Q7d. My organisation focuses on improving the work we do	17	54	20	7	70%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	30	31	23	11	35%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	55	19	7	70%	62%	63%

KEY





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Some key comparisons are provided.

DIVERSITY & INCLUSION	57% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	10	37	24	19	8	48%	51%	59%
Q5d. My manager listens to what I have to say	16	45	18	11	9	61%	66%	73%
Q5f. My manager encourages and values employee input	15	40	21	13	10	55%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	12	41	22	14	10	53%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	14	41	22	12	11	55%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	14	38	32	7	9	52%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	13	54	21	8		67%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	8	43	32	12		51%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	10	48	20	14	9	58%	62%	69%

KEY





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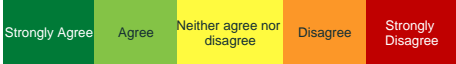
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Some key comparisons are provided.

DIVERSITY & INCLUSION		57% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	20	55	20			75%	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>	16	37	23	14	10	53%	60%	58%	

KEY





EXPLORE THE FULL SURVEY RESULTS

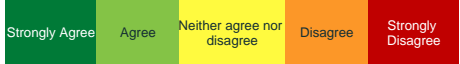
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Some key comparisons are provided.

RECRUITMENT	33% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	28	35	21	12	32%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	29	31	21	15	33%	33%	41%
Q7n. My organisation generally selects capable people to do the job	31	30	22	14	35%	39%	51%

KEY





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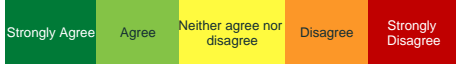
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	46%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	14	41	25	11	10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	32	33	13	11	43%	48%	53%
Q7g. There is good co-operation between teams across our organisation		36	29	20	9	42%	42%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

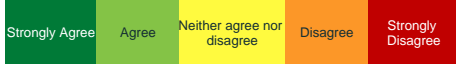
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		43%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		63%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		59%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		51%	49%	59%
Q3e. My performance is assessed against clear criteria		49%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		62%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		55%	53%	60%
Q3h. I have received appropriate training and development to do my job well		62%	57%	63%
Q3i. I have a strong desire to advance my career		64%	67%	69%

KEY





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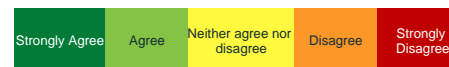
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	8	31	23	22	16	39%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	23	31	22	13	35%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	14	43	19	13	10	58%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	8	31	27	20	15	39%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	11	41	26	13	10	52%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	14	41	25	11	10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	32	33	13	11	43%	48%	53%
Q7j. My organisation is committed to developing its employees		38	31	15	10	44%	43%	53%

KEY





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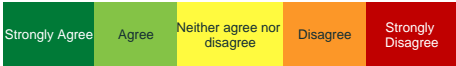
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Some key comparisons are provided.

MOBILITY	44% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	12	23	31	22	13	35%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	14	41	25	11	10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	11	32	33	13	11	43%	48%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS		53% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q4a. I am paid fairly for the work I do		11	49	16	16	8	61%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		9	36	19	21	14	45%	56%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	66% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		74%	73%	77%
Q8c. Age is not a barrier to success in my organisation		66%	66%	71%
Q8d. Disability is not a barrier to success in my organisation		48%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		72%	72%	76%
Q8f. Gender is not a barrier to success in my organisation		67%	69%	74%

KEY





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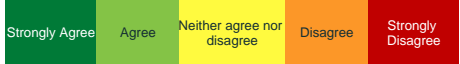
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Some key comparisons are provided.

WORKPLACE SUPPORT	59% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		48%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level		56%	58%	58%
Q1l. My workload is acceptable		61%	60%	55%
Q2e. I receive help and support from other members of my workgroup		74%	76%	80%
Q2f. There is good team spirit in my workgroup		64%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		50%	54%	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

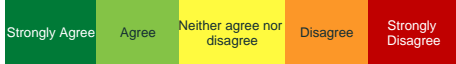
14% RESPONSE SCALE

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	14%	24%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

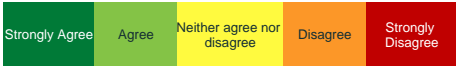
This section shows results for all the survey questions grouped by key themes.

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	49% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15 55 19 7	70%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	29 28 21 15	36%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9 32 27 18 14	41%	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		43%	47%	46%
Better skills in my workgroup		23%	28%	27%
Improved career opportunities		57%	59%	52%
Improved learning and development opportunities		42%	50%	50%
Greater involvement in decision making		28%	34%	33%
Better pay and benefits		68%	62%	58%
Greater recognition for the work I do		44%	46%	45%
Better leadership from senior managers		46%	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		29%	30%	27%
Better accountability for performance		24%	29%	25%
A better location		23%	22%	20%
More flexible working conditions		36%	37%	38%
Better work/life balance		47%	45%	46%
Improved facilities		32%	32%	30%
Improved technology and systems		38%	40%	38%
Better job security		27%	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		70%	68%	72%
No		26%	28%	24%
Don't Know		3%	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		22%	25%	25%
No		70%	65%	64%
Don't Know		8%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		70%	65%	63%
No		29%	34%	35%
Don't Know		1%	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		32%	36%	35%
No		63%	57%	58%
Don't Know		6%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		20%	21%	20%
No		74%	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		30%	25%	23%
Your Immediate Manager/Supervisor		28%	27%	26%
A fellow worker at your level		20%	22%	25%
A subordinate		7%	8%	8%
A client or customer		0%	1%	2%
Other		3%	3%	4%
Prefer not to say		11%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

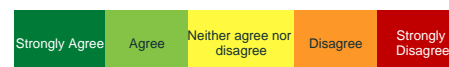
This section shows results for all the survey questions grouped by key themes.

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	14	60	20		74%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace		38	31	20	44%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	8	40	29	16	48%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation		38	36	14	44%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	8	39	29	17	47%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework		30	40	18	34%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself		31	41	17	35%	43%
Q8. My manager is focused on my capability development		25	37	22	29%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

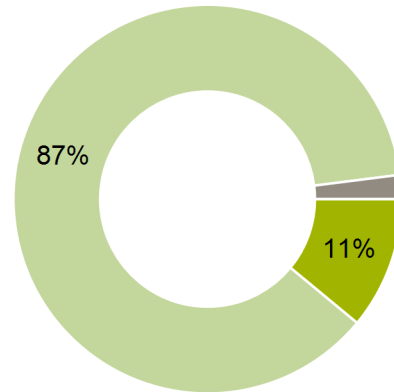
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		58%
Female		42%
Other		0%
Age		
<35		19%
35 - 54		67%
> 54		14%

PROFILE OF RESPONDENTS

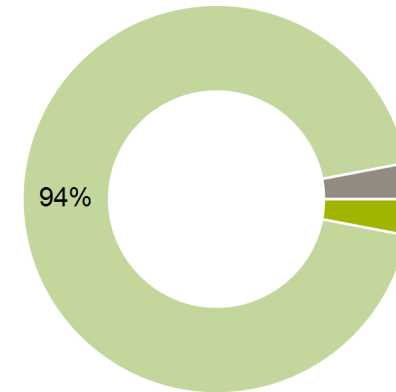


PERSONAL PROFILES

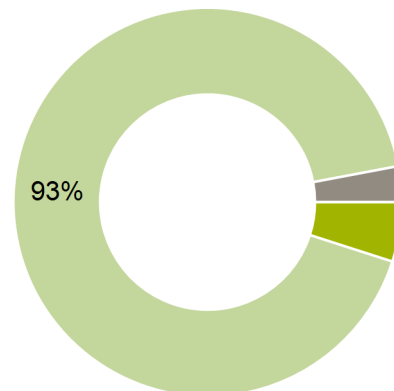
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



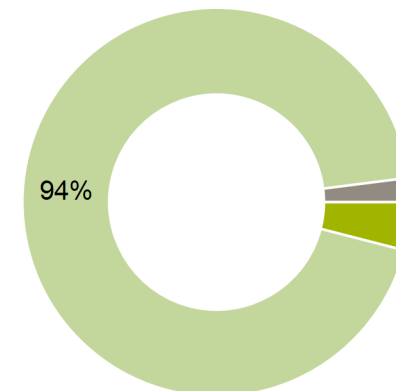
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		3%
1 - 2 years		3%
2 - 5 years		10%
5 - 10 years		17%
10 - 20 years		36%
More than 20 years		31%

PROFILE OF RESPONDENTS



WORK PROFILES

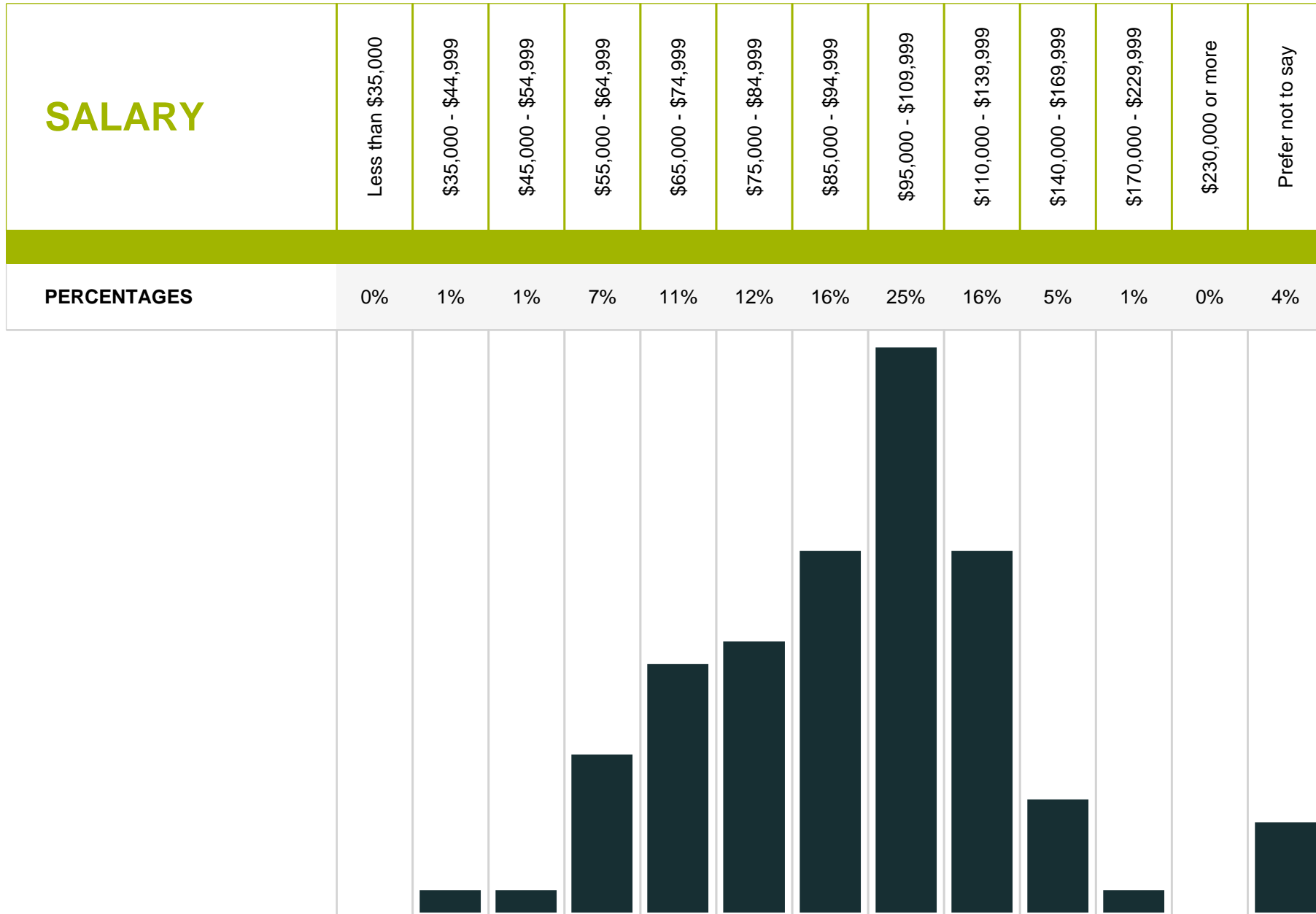
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		55%
Other service delivery work		9%
Administrative support		10%
Corporate services		8%
Policy		1%
Research		1%
Program and project management support		2%
Legal (including developing and/or reviewing legislation)		3%
Other		11%

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.

	NSW Police Force	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	4166	1862	299	322	287	36	40	66	94	383
ENGAGEMENT	61%	58%	60%	67%	65%	64%	57%	71%	64%	61%
SENIOR MANAGERS	36%	32%	35%	49%	41%	35%	29%	58%	37%	35%
COMMUNICATION	46%	42%	46%	52%	56%	55%	43%	65%	47%	48%
HIGH PERFORMANCE	59%	56%	60%	65%	64%	64%	54%	74%	61%	59%
PUBLIC SECTOR VALUES	59%	56%	59%	62%	64%	63%	56%	73%	61%	58%
DIVERSITY & INCLUSION	57%	53%	59%	64%	68%	69%	56%	74%	60%	59%

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.

	NSW Police Force	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	4166	15	17	47	233	364	392	556	850	548	175	41	6	134
ENGAGEMENT	61%	(r)	(r)	65%	65%	60%	59%	58%	58%	62%	71%	75%	(r)	59%
SENIOR MANAGERS	36%	(r)	(r)	53%	44%	39%	33%	32%	30%	37%	50%	47%	(r)	35%
COMMUNICATION	46%	(r)	(r)	49%	48%	46%	44%	42%	43%	49%	65%	53%	(r)	43%
HIGH PERFORMANCE	59%	(r)	(r)	66%	62%	58%	57%	56%	56%	62%	71%	72%	(r)	55%
PUBLIC SECTOR VALUES	59%	(r)	(r)	65%	60%	57%	55%	56%	56%	61%	72%	71%	(r)	55%
DIVERSITY & INCLUSION	57%	(r)	(r)	61%	58%	55%	55%	53%	54%	62%	74%	70%	(r)	53%

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.

	NSW Police Force	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4166	108	116	330	560	1198	1054
ENGAGEMENT	61%	73%	68%	63%	60%	58%	62%
SENIOR MANAGERS	36%	64%	50%	41%	31%	31%	37%
COMMUNICATION	46%	73%	60%	50%	42%	42%	47%
HIGH PERFORMANCE	59%	75%	69%	61%	56%	56%	61%
PUBLIC SECTOR VALUES	59%	78%	68%	61%	55%	55%	60%
DIVERSITY & INCLUSION	57%	77%	69%	60%	53%	54%	59%

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.

	NSW Police Force	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4166	0	54	210	364	509	638	661	475	297	135	50
ENGAGEMENT	61%	(r)	67%	63%	59%	59%	58%	61%	61%	63%	66%	72%
SENIOR MANAGERS	36%	(r)	47%	39%	33%	33%	34%	34%	38%	38%	44%	46%
COMMUNICATION	46%	(r)	57%	50%	44%	44%	45%	45%	47%	47%	50%	54%
HIGH PERFORMANCE	59%	(r)	66%	61%	55%	57%	59%	59%	60%	59%	62%	68%
PUBLIC SECTOR VALUES	59%	(r)	66%	62%	56%	56%	58%	58%	60%	58%	60%	67%
DIVERSITY & INCLUSION	57%	(r)	66%	59%	55%	56%	56%	57%	59%	58%	60%	63%

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.

	NSW Police Force	Male	Female	Other
NUMBER OF RESPONDENTS	4166	1952	1426	11
ENGAGEMENT	61%	59%	63%	(r)
SENIOR MANAGERS	36%	33%	39%	(r)
COMMUNICATION	46%	45%	48%	(r)
HIGH PERFORMANCE	59%	57%	61%	(r)
PUBLIC SECTOR VALUES	59%	58%	60%	(r)
DIVERSITY & INCLUSION	57%	56%	59%	(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.

	NSW Police Force	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	4166	2190	1188
ENGAGEMENT	61%	62%	58%
SENIOR MANAGERS	36%	37%	33%
COMMUNICATION	46%	48%	42%
HIGH PERFORMANCE	59%	60%	57%
PUBLIC SECTOR VALUES	59%	60%	56%
DIVERSITY & INCLUSION	57%	59%	53%

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.

	NSW Police Force	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	4166	850	1406	987	0	0	1	1	12	110	1	0	6	4
ENGAGEMENT	61%	57%	59%	65%	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	31%	33%	41%	(r)	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)
COMMUNICATION	46%	40%	46%	50%	(r)	(r)	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	55%	58%	62%	(r)	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	59%	57%	58%	61%	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	57%	50%	57%	62%	(r)	(r)	(r)	(r)	(r)	62%	(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.

	NSW Police Force	Welfare Officer	Other
NUMBER OF RESPONDENTS	4166	0	30
ENGAGEMENT	61%	(r)	73%
SENIOR MANAGERS	36%	(r)	60%
COMMUNICATION	46%	(r)	66%
HIGH PERFORMANCE	59%	(r)	70%
PUBLIC SECTOR VALUES	59%	(r)	69%
DIVERSITY & INCLUSION	57%	(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



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.

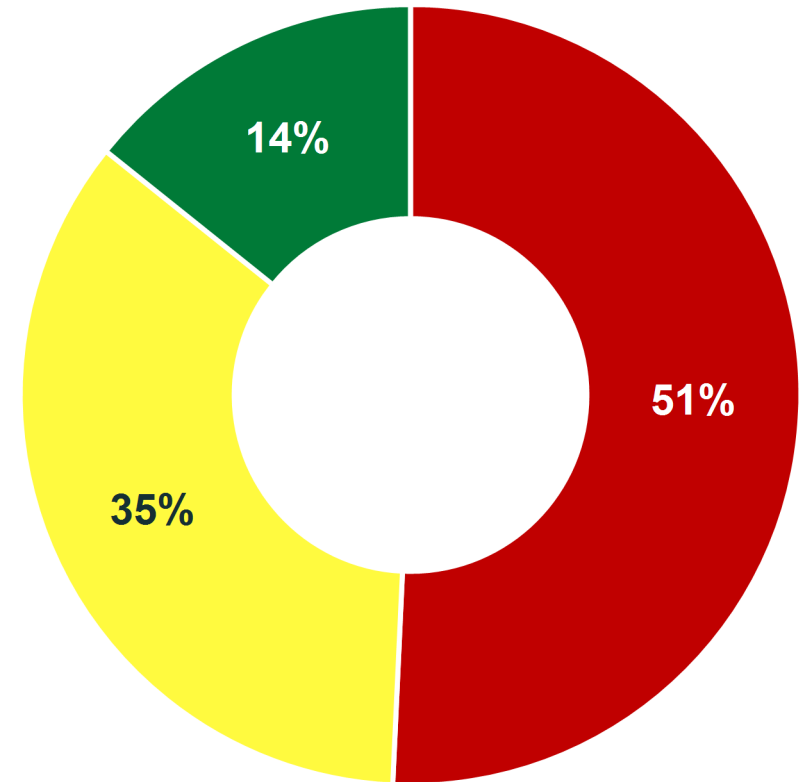
14%

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

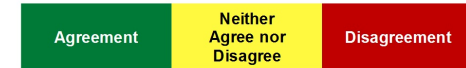
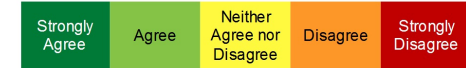
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%