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## RESPONSE RATE

# 73%

248 RESPONSES  
OUT OF 338 EMPLOYEES

## ENGAGEMENT INDEX

# 63%

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	<b>97%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>87%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>86%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>83%</b>
2i. People in my workgroup treat customers/clients with respect	<b>82%</b>
2e. I receive help and support from other members of my workgroup	<b>80%</b>
7a. My organisation provides high quality services	<b>76%</b>
7b. My organisation strives to match services to customer/client needs	<b>74%</b>
2c. My team works collaboratively to achieve its objectives	<b>72%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>71%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7f. I feel that change is handled well in my organisation	<b>12%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>13%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>14%</b>
6a. I believe senior managers provide clear direction for the future of the organisation	<b>16%</b>
6h. I feel that senior managers listen to employees	<b>17%</b>
7h. People in my organisation take responsibility for their own actions	<b>18%</b>
15. I believe action will be taken on the results from this survey by my organisation	<b>18%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>19%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>21%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>22%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.



## EXPLORE THE FULL SURVEY RESULTS

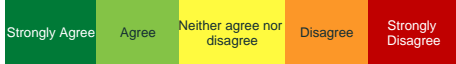
This section shows results for all the survey questions grouped by key themes.

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	63% RESPONSE SCALE					AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	10	36	34	10	10	46%	38%	54%	60%
Q7p. I am proud to tell others I work for my organisation	28	41	21			69%	71%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	32	37	22			69%	80%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	12	35	32	14	7	47%	51%	48%	55%
Q7s. My organisation inspires me to do the best in my job	16	32	32	13	8	47%	48%	48%	55%

KEY





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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>71%</b> RESPONSE SCALE</span>						AGREEMENT %	JUSTICE	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	22	44	15	13		66%	70%	76%
Q1h. I look for ways to perform my job more effectively	50	47				97%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	34	37	13	13		71%	70%	76%
Q1j. I am satisfied with my job at the present time	15	34	20	20	11	49%	60%	63%

KEY





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Some key comparisons are provided.

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

KEY





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COMMUNICATION	46% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me	20 33 24 14 9	53%	63%	69%
Q5f. My manager encourages and values employee input	22 37 23 9 9	60%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work	20 35 23 11 11	55%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	21 24 26 24	25%	34%	44%
Q6h. I feel that senior managers listen to employees	15 30 24 29	17%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	15 51 16 11	67%	62%	69%

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					52% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	20	50	15	11		71%	89%	90%	
Q1b. I have the tools I need to do my job effectively	8	36	15	33	8	44%	65%	70%	
Q1c. I get the information I need to do my job well		31	29	27	8	36%	63%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	25	45	15	10		71%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	18	42	15	19	7	59%	61%	69%	
Q2b. People in my workgroup use time and resources efficiently	23	37	15	19		60%	63%	70%	
Q2c. My team works collaboratively to achieve its objectives	29	43	9	15		72%	71%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	26	42	12	17		68%	71%	76%	
Q3h. I have received appropriate training and development to do my job well		29	26	26	13	35%	57%	63%	

KEY





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Some key comparisons are provided.

	HIGH PERFORMANCE					52% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	40	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	16	30	30	17		46%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	15	36	24	16	8	52%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	18	36	24	14	8	54%	61%	67%	
Q6d. Senior managers encourage innovation by employees		23	35	23	18	25%	37%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with		28	34	17	16	33%	43%	52%	
Q7d. My organisation focuses on improving the work we do	17	43	25	11		60%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	8	29	32	20	12	37%	52%	62%	
Q7g. There is good co-operation between teams across our organisation	19	29	30	19		22%	42%	48%	

KEY





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Some key comparisons are provided.

	HIGH PERFORMANCE				52% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	26	33	24	16		27%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	14	50	25	9		65%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38	49	12			87%	80%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

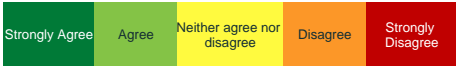
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		54% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction	44	40	7	83%	78%	85%		
Q2b. People in my workgroup use time and resources efficiently	23	37	15	19	60%	63%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	23	41	17	13	64%	63%	67%	
Q2h. People in my workgroup treat each other with respect	25	42	19	10	67%	67%	72%	
Q2i. People in my workgroup treat customers/clients with respect	37	45	11		82%	79%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	40	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	16	30	30	17	46%	52%	64%	
Q5d. My manager listens to what I have to say	23	43	16	10	8	66%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	35	20	11	9	60%	58%	64%

KEY





## EXPLORE THE FULL SURVEY RESULTS

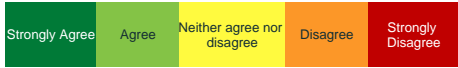
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	54% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5k. My manager treats employees with dignity and respect		70%	70%	76%
Q5l. My manager talks to me about how the values apply to my work		51%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16%	37%	47%
Q6c. I feel that senior managers model the values of my organisation		24%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		35%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		25%	34%	44%
Q6h. I feel that senior managers listen to employees		17%	31%	39%
Q7a. My organisation provides high quality services		76%	74%	80%
Q7b. My organisation strives to match services to customer/client needs		74%	75%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES		54% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR		
Q7c. My organisation strives to earn and sustain a high level of public trust	38	48	8	86%	80%	83%	
Q7d. My organisation focuses on improving the work we do	17	43	25	11	60%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	15	31	28	23	18%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	43	25	17	9	48%	62%	63%

### KEY





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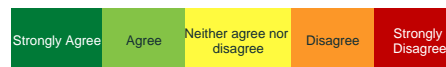
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Some key comparisons are provided.

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

### 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.

DIVERSITY & INCLUSION		61% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38	49	12	87%	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>	24	41	22	8	65%	60%	58%

KEY







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Some key comparisons are provided.

RECRUITMENT	21% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	14	22	36	28	14%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	19	30	27	22	21%	33%	41%
Q7n. My organisation generally selects capable people to do the job	26	33	24	16	27%	39%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	41%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	35	29	8	9	54%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	33	40	8	8	47%	48%	53%
Q7g. There is good co-operation between teams across our organisation	19	29	30	19	19	22%	42%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

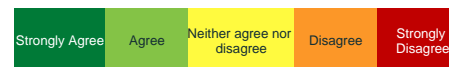
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	44% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	12 39 14 20 15	50%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	15 45 11 20 8	60%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	9 26 17 38 10	35%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	10 33 22 20 14	43%	49%	59%
Q3e. My performance is assessed against clear criteria	20 25 33 16	26%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	21 44 14 12 9	65%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required	29 24 22 19	35%	53%	60%
Q3h. I have received appropriate training and development to do my job well	29 26 26 13	35%	57%	63%
Q3i. I have a strong desire to advance my career	36 33 23	69%	67%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

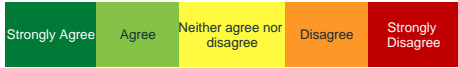
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	44% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		22%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		47%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		62%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly		30%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		49%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		54%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		47%	48%	53%
Q7j. My organisation is committed to developing its employees		26%	43%	53%

KEY





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Some key comparisons are provided.

MOBILITY	49% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21	26	35	13		47%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	35	29	8	9	54%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	33	40		8	47%	48%	53%

KEY





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Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;">54% RESPONSE SCALE</span>	AGREEMENT %	JUSTICE	SECTOR
Q4a. I am paid fairly for the work I do		50%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		59%	60%

**KEY**





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DIVERSITY GROUPS	62% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	14	50	29		64%	73%	77%
Q8c. Age is not a barrier to success in my organisation	13	47	27	7	61%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	14	50	30		64%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	15	50	25	8	65%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	14	43	24	13	58%	69%	74%

KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	53% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		40%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level		48%	58%	58%
Q1l. My workload is acceptable		34%	60%	55%
Q2e. I receive help and support from other members of my workgroup		80%	76%	80%
Q2f. There is good team spirit in my workgroup		62%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		55%	54%	56%

KEY







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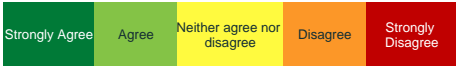
## ACTION ABOUT SURVEY RESULTS

**18%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

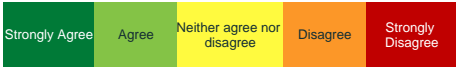
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Some key comparisons are provided.

WORKPLACE CONDUCT	31% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		48%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		19%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		25%	40%	49%

### KEY





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Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		48%	47%	46%
Better skills in my workgroup		28%	28%	27%
Improved career opportunities		57%	59%	52%
Improved learning and development opportunities		56%	50%	50%
Greater involvement in decision making		39%	34%	33%
Better pay and benefits		54%	62%	58%
Greater recognition for the work I do		43%	46%	45%
Better leadership from senior managers		68%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		37%	30%	27%
Better accountability for performance		44%	29%	25%
A better location		18%	22%	20%
More flexible working conditions		29%	37%	38%
Better work/life balance		48%	45%	46%
Improved facilities		24%	32%	30%
Improved technology and systems		37%	40%	38%
Better job security		46%	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
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		79%	68%	72%
No		19%	28%	24%
Don't Know		2%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		35%	25%	25%
No		51%	65%	64%
Don't Know		13%	11%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	65%	63%
No		33%	34%	35%
Don't Know		3%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		44%	36%	35%
No		49%	57%	58%
Don't Know		7%	7%	7%
<b>Q10d.</b> 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		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
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		24%	25%	23%
Your Immediate Manager/Supervisor		28%	27%	26%
A fellow worker at your level		15%	22%	25%
A subordinate		20%	8%	8%
A client or customer		4%	1%	2%
Other		4%	3%	4%
Prefer not to say		4%	13%	13%





## EXPLORE THE FULL SURVEY RESULTS

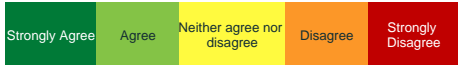
This section shows results for all the survey questions grouped by key themes.

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	28	53	13		80%	72%	
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	9	33	36	17	42%	47%	
Q3. I am respected for the unique skills and experiences I bring to the organisation	10	39	30	15	49%	52%	
Q4. Messages I see and hear make me feel that I belong in this organisation	10	29	42	15	39%	46%	
Q5. I am regularly consulted on matters affecting safety in my workplace	9	39	35	13	47%	46%	
Q6. I understand the capabilities contained within the PSC Capability Framework	12	35	30	18	47%	46%	
Q7. I am able to use the capabilities to identify development opportunities for myself	8	32	36	20	39%	43%	
Q8. My manager is focused on my capability development		27	36	23	10	31%	33%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

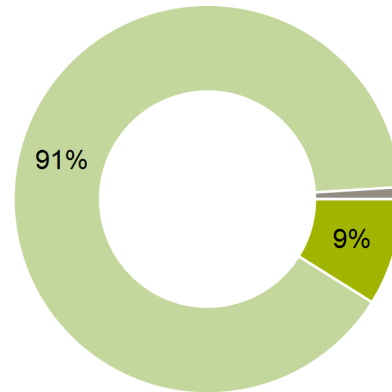
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		46%
Female		54%
<b>Age</b>		
<35		12%
35 - 54		72%
> 54		16%

# PROFILE OF RESPONDENTS

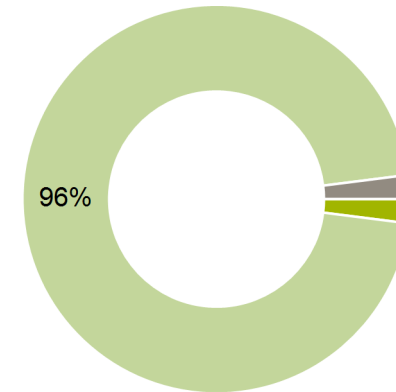


## PERSONAL PROFILES

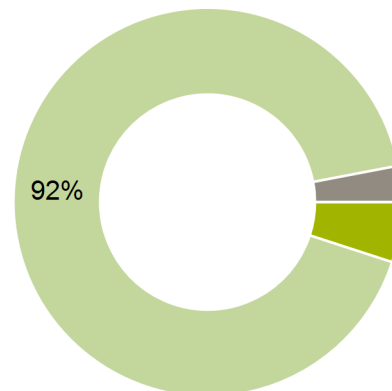
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



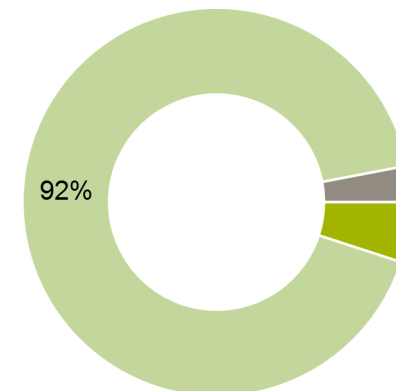
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		13%
1 - 2 years		11%
2 - 5 years		25%
5 - 10 years		29%
10 - 20 years		18%
More than 20 years		4%

# PROFILE OF RESPONDENTS



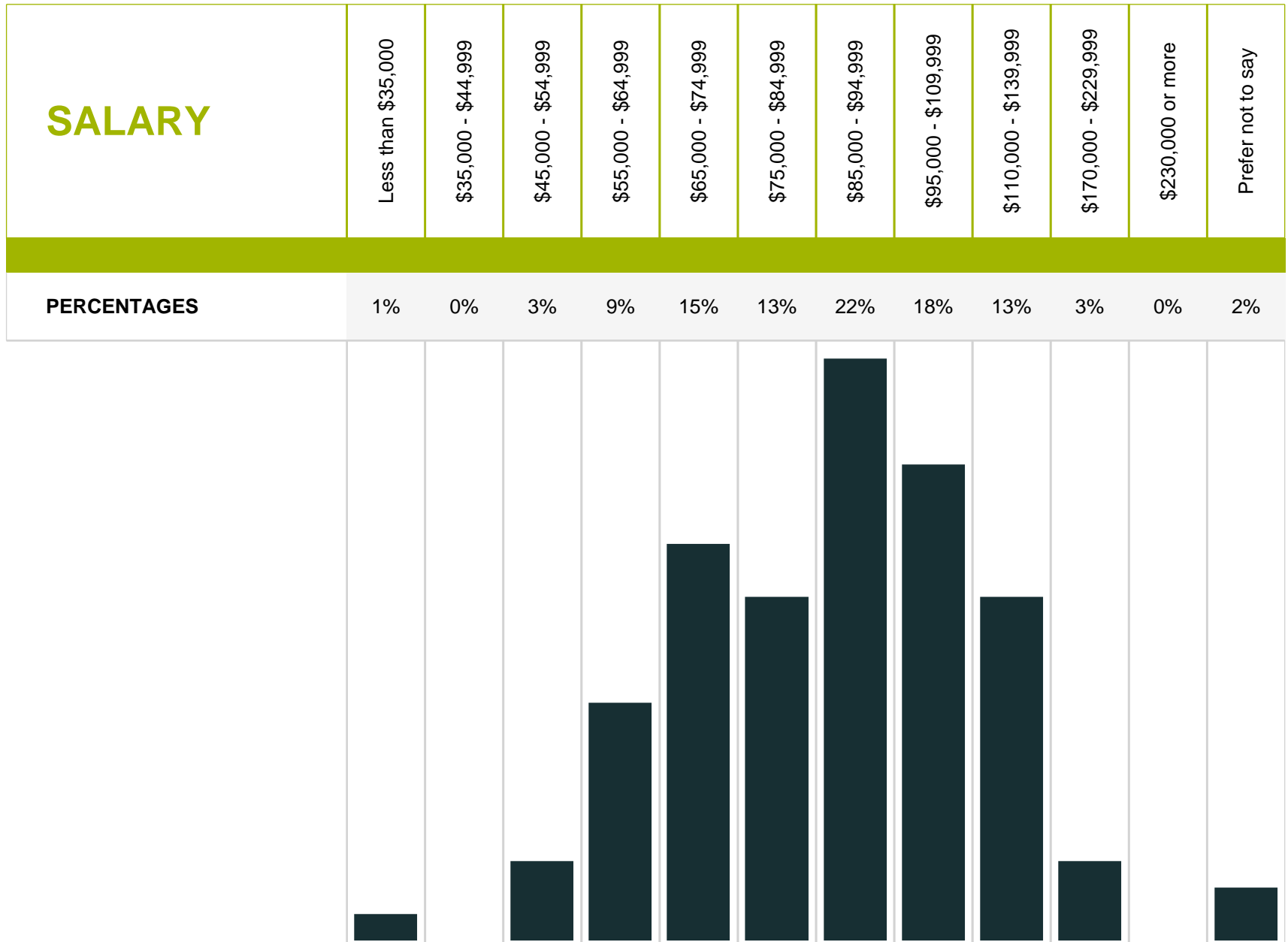
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		14%
Other service delivery work		13%
Administrative support		16%
Corporate services		28%
Policy		1%
Research		1%
Program and project management support		9%
Other		19%

# PROFILE OF RESPONDENTS



## WORK PROFILES



# 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 State Emergency Service	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	248	31	28	35	61	3	2	19	0	42
<b>ENGAGEMENT</b>	63%	64%	(r)	72%	63%	(r)	(r)	(r)	(r)	61%
<b>SENIOR MANAGERS</b>	22%	21%	(r)	26%	18%	(r)	(r)	(r)	(r)	22%
<b>COMMUNICATION</b>	46%	41%	(r)	52%	45%	(r)	(r)	(r)	(r)	45%
<b>HIGH PERFORMANCE</b>	52%	47%	(r)	59%	51%	(r)	(r)	(r)	(r)	50%
<b>PUBLIC SECTOR VALUES</b>	54%	54%	(r)	59%	55%	(r)	(r)	(r)	(r)	50%
<b>DIVERSITY &amp; INCLUSION</b>	61%	54%	(r)	71%	60%	(r)	(r)	(r)	(r)	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 State Emergency Service	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	248	2	1	7	21	34	29	49	39	29	0	6	1	4
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	61%	(r)	60%	59%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	22%	(r)	(r)	(r)	(r)	16%	(r)	11%	15%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	46%	(r)	(r)	(r)	(r)	41%	(r)	43%	34%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	52%	(r)	(r)	(r)	(r)	49%	(r)	43%	45%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	(r)	(r)	(r)	51%	(r)	46%	48%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	(r)	(r)	(r)	62%	(r)	56%	51%	(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.

	NSW State Emergency Service	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	248	28	25	55	64	41	9
<b>ENGAGEMENT</b>	63%	(r)	(r)	59%	66%	56%	(r)
<b>SENIOR MANAGERS</b>	22%	(r)	(r)	14%	18%	14%	(r)
<b>COMMUNICATION</b>	46%	(r)	(r)	39%	43%	40%	(r)
<b>HIGH PERFORMANCE</b>	52%	(r)	(r)	46%	50%	45%	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	(r)	47%	53%	48%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	(r)	55%	58%	54%	(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.

	NSW State Emergency Service	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	248	0	4	8	15	34	50	41	35	27	7	1
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	60%	59%	62%	67%	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	22%	(r)	(r)	(r)	(r)	12%	19%	20%	25%	(r)	(r)	(r)
<b>COMMUNICATION</b>	46%	(r)	(r)	(r)	(r)	45%	41%	41%	49%	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	52%	(r)	(r)	(r)	(r)	49%	48%	50%	52%	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	(r)	(r)	(r)	46%	53%	52%	56%	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	(r)	(r)	(r)	56%	58%	58%	63%	(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.

	NSW State Emergency Service	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	248	102	118	0
<b>ENGAGEMENT</b>	63%	62%	65%	(r)
<b>SENIOR MANAGERS</b>	22%	21%	22%	(r)
<b>COMMUNICATION</b>	46%	45%	46%	(r)
<b>HIGH PERFORMANCE</b>	52%	49%	53%	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	54%	54%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	61%	59%	61%	(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 State Emergency Service	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	248	40	181
<b>ENGAGEMENT</b>	<b>63%</b>	<b>64%</b>	<b>63%</b>
<b>SENIOR MANAGERS</b>	22%	25%	20%
<b>COMMUNICATION</b>	46%	54%	43%
<b>HIGH PERFORMANCE</b>	52%	58%	50%
<b>PUBLIC SECTOR VALUES</b>	54%	62%	52%
<b>DIVERSITY &amp; INCLUSION</b>	61%	73%	58%

**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 State Emergency Service	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
<b>NUMBER OF RESPONDENTS</b>	248	0	0	0	2	0	0	2	0	101	0	0	0	0
<b>ENGAGEMENT</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	22%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	20%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(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 State Emergency Service	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	248	0	118
<b>ENGAGEMENT</b>	63%	(r)	63%
<b>SENIOR MANAGERS</b>	22%	(r)	22%
<b>COMMUNICATION</b>	46%	(r)	43%
<b>HIGH PERFORMANCE</b>	52%	(r)	49%
<b>PUBLIC SECTOR VALUES</b>	54%	(r)	52%
<b>DIVERSITY &amp; INCLUSION</b>	61%	(r)	57%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
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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.

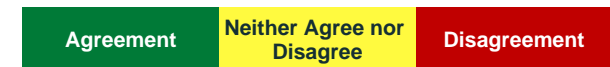
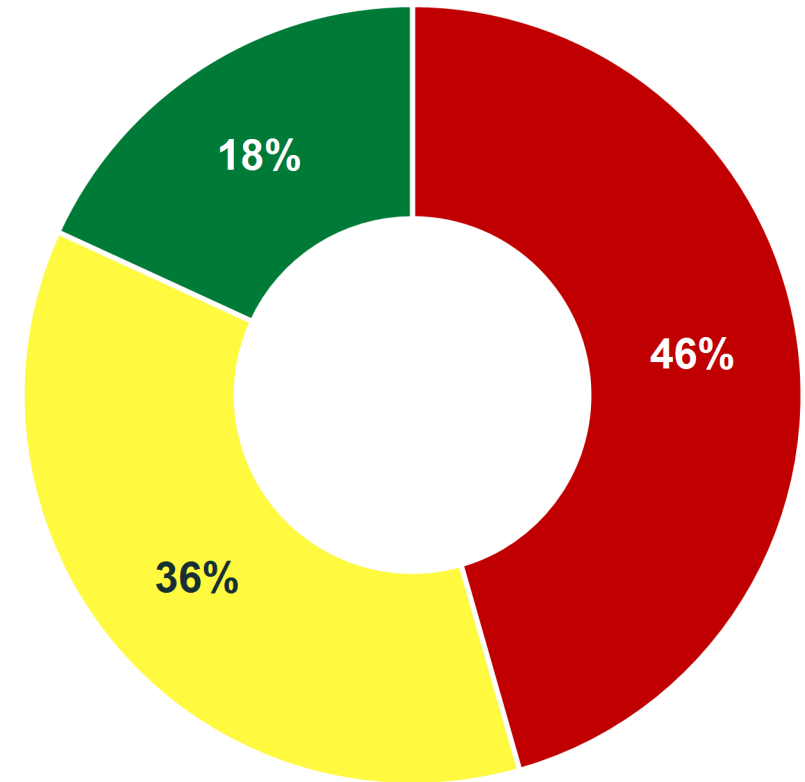
**18%**

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

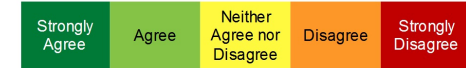
## ANONYMITY RULES

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

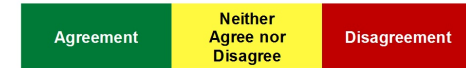
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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