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## RESPONSE RATE

# 28%

145 RESPONSES  
OUT OF 517 EMPLOYEES

## ENGAGEMENT INDEX

# 75%

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>95%</b>
2i. People in my workgroup treat customers/clients with respect	<b>94%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>92%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>91%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>91%</b>
7a. My organisation provides high quality services	<b>91%</b>
7b. My organisation strives to match services to customer/client needs	<b>89%</b>
1a. I understand what is expected of me to do well in my role	<b>88%</b>
7p. I am proud to tell others I work for my organisation	<b>87%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>86%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15. I believe action will be taken on the results from this survey by my organisation	<b>31%</b>
6h. I feel that senior managers listen to employees	<b>37%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>38%</b>
7f. I feel that change is handled well in my organisation	<b>39%</b>
7g. There is good co-operation between teams across our organisation	<b>39%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>40%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>41%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>43%</b>
7h. People in my organisation take responsibility for their own actions	<b>43%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>44%</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

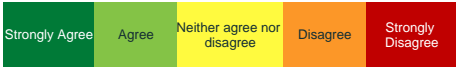
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE				AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	30	37	22		67%	71%	54%	60%
Q7p. I am proud to tell others I work for my organisation	49	38	10		87%	89%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	42	38	17		80%	80%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	30	36	22	10	66%	66%	48%	55%
Q7s. My organisation inspires me to do the best in my job	32	36	21	10	67%	67%	48%	55%

KEY





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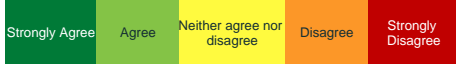
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<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>80%</b> RESPONSE SCALE</span>	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		80%	70%	76%
Q1h. I look for ways to perform my job more effectively		95%	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		66%	60%	63%

**KEY**





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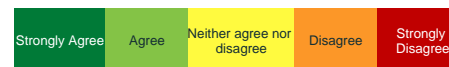
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Some key comparisons are provided.

SENIOR MANAGERS	49% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	34	22	21	8	49%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	33	24	20	11	45%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	14	32	26	18	10	46%	40%	48%
Q6d. Senior managers encourage innovation by employees	15	39	24	15		54%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	27	11		55%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	54	16	8		72%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	39	20	18	15	47%	34%	44%
Q6h. I feel that senior managers listen to employees	9	28	34	15	15	37%	31%	39%
Q7f. I feel that change is handled well in my organisation	9	29	31	20	10	39%	31%	41%

### KEY





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COMMUNICATION	58% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me		68%	63%	69%
Q5f. My manager encourages and values employee input		68%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work		59%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		47%	34%	44%
Q6h. I feel that senior managers listen to employees		37%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		71%	62%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

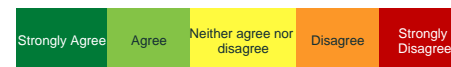
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Some key comparisons are provided.

	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	52	8		88%	89%	90%	
Q1b. I have the tools I need to do my job effectively	17	53	17	12	70%	65%	70%	
Q1c. I get the information I need to do my job well	17	52	16	13	69%	63%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	38	48	12		86%	82%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25	51	11	11	76%	61%	69%	
Q2b. People in my workgroup use time and resources efficiently	23	44	19	12	67%	63%	70%	
Q2c. My team works collaboratively to achieve its objectives	26	52	16		77%	71%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	26	48	14	11	74%	71%	76%	
Q3h. I have received appropriate training and development to do my job well	16	43	26	10	59%	57%	63%	

### KEY





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	HIGH PERFORMANCE				69% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	49	15	8	75%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	42	26	8	63%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	22	44	17	12	66%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	28	43	15	11	71%	61%	67%	
Q6d. Senior managers encourage innovation by employees	15	39	24	15	54%	37%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	27	11	55%	43%	52%	
Q7d. My organisation focuses on improving the work we do	28	48	13	10	76%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	31	40	20	8	71%	52%	62%	
Q7g. There is good co-operation between teams across our organisation	9	30	31	20	39%	42%	48%	

KEY





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	69% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	46	28	13	56%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	47	22		70%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	50	8		91%	80%	85%

KEY





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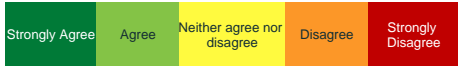
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q2a. My workgroup strives to achieve customer/client satisfaction	38	53	9	0	0	91%	78%	85%
Q2b. People in my workgroup use time and resources efficiently	23	44	19	12	0	67%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	26	49	16	8	0	74%	63%	67%
Q2h. People in my workgroup treat each other with respect	30	53	10	7	0	83%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	38	57	5	0	0	94%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	49	15	8	0	75%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	42	26	8	0	63%	52%	64%
Q5d. My manager listens to what I have to say	32	45	10	9	0	76%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24	38	21	10	8	62%	58%	64%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	31	46	16			76%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	21	33	25	18		54%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	34	22	21	8	49%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	14	32	26	18	10	46%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	54	16	8		72%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	39	20	18	15	47%	34%	44%
Q6h. I feel that senior managers listen to employees	9	28	34	15	15	37%	31%	39%
Q7a. My organisation provides high quality services	39	52				91%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	38	51	8			89%	75%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES		69% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q7c. My organisation strives to earn and sustain a high level of public trust	47	45	92%	80%	83%			
Q7d. My organisation focuses on improving the work we do	28	48	13	10	76%	67%	76%	
Q7h. People in my organisation take responsibility for their own actions	9	34	34	15	8	43%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	47	27	7	61%	62%	63%	

KEY





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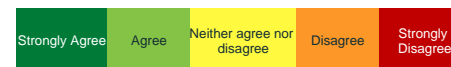
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	20	43	21	14	63%	51%	59%	
Q5d. My manager listens to what I have to say	32	45	10	9	76%	66%	73%	
Q5f. My manager encourages and values employee input	32	36	18	10	68%	60%	69%	
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	38	19	10	65%	58%	65%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	24	38	21	10	8	62%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	26	36	25			62%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	30	46	16			76%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	47	22			70%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	47	17	9		71%	62%	69%

### KEY





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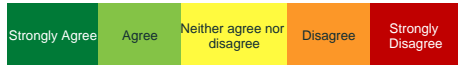
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## DIVERSITY & INCLUSION

69% RESPONSE SCALE

	69% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	50	8		91%	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>	19	34	29	15	53%	60%	58%

### KEY







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Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	32	29	23	8	40%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	35	29	17	10	44%	33%	41%
Q7n. My organisation generally selects capable people to do the job	10	46	28	13		56%	39%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	47%	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	33	31	10	55%	56%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	29	39	10	47%	48%	53%	
Q7g. There is good co-operation between teams across our organisation	9	30	31	20	10	39%	42%	48%

KEY





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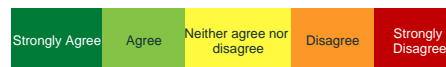
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		47%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		67%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		54%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		62%	49%	59%
Q3e. My performance is assessed against clear criteria		48%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		72%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		57%	53%	60%
Q3h. I have received appropriate training and development to do my job well		59%	57%	63%
Q3i. I have a strong desire to advance my career		74%	67%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

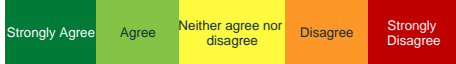
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	15	26	23	25	11	41%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	27	35	17		43%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30	41	18			71%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	15	34	30	13	8	49%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	39	25	9		60%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	33	31	10		55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	29	39	10		47%	48%	53%
Q7j. My organisation is committed to developing its employees	13	37	28	14	8	50%	43%	53%

KEY





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Some key comparisons are provided.

MOBILITY	48% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	27	35	17	43%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	33	31	10	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	29	39	10	47%	48%	53%

KEY





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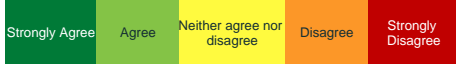
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Some key comparisons are provided.

PAY & BENEFITS	60% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q4a. I am paid fairly for the work I do	11	48	20	16	59%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	10	52	20	15	62%	56%	60%

### KEY





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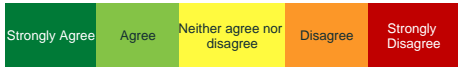
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DIVERSITY GROUPS	75% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		77%	73%	77%
Q8c. Age is not a barrier to success in my organisation		66%	66%	71%
Q8d. Disability is not a barrier to success in my organisation		62%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		86%	72%	76%
Q8f. Gender is not a barrier to success in my organisation		82%	69%	74%

### KEY





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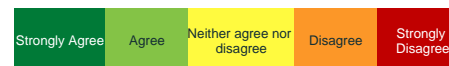
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Some key comparisons are provided.

WORKPLACE SUPPORT	71% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		63%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level		65%	58%	58%
Q1l. My workload is acceptable		67%	60%	55%
Q2e. I receive help and support from other members of my workgroup		86%	76%	80%
Q2f. There is good team spirit in my workgroup		84%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		56%	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.

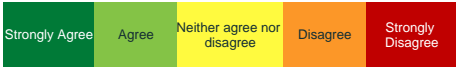
## ACTION ABOUT SURVEY RESULTS

**31%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

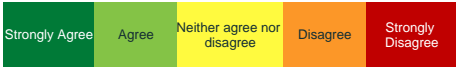
This section shows results for all the survey questions grouped by key themes.

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	50% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		61%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		38%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		54%	47%	46%
Better skills in my workgroup		21%	28%	27%
Improved career opportunities		66%	59%	52%
Improved learning and development opportunities		57%	50%	50%
Greater involvement in decision making		39%	34%	33%
Better pay and benefits		75%	62%	58%
Greater recognition for the work I do		39%	46%	45%
Better leadership from senior managers		40%	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		20%	30%	27%
Better accountability for performance		25%	29%	25%
A better location		7%	22%	20%
More flexible working conditions		39%	37%	38%
Better work/life balance		44%	45%	46%
Improved facilities		21%	32%	30%
Improved technology and systems		34%	40%	38%
Better job security		41%	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		64%	68%	72%
No		31%	28%	24%
Don't Know		5%	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		18%	25%	25%
No		70%	65%	64%
Don't Know		12%	11%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	65%	63%
No		38%	34%	35%
Don't Know		5%	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		30%	36%	35%
No		63%	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		11%	21%	20%
No		84%	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
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		21%	25%	23%
Your Immediate Manager/Supervisor		36%	27%	26%
A fellow worker at your level		21%	22%	25%
A client or customer		14%	1%	2%
Prefer not to say		7%	13%	13%





## EXPLORE THE FULL SURVEY RESULTS

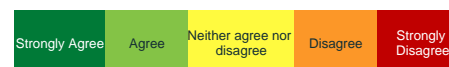
This section shows results for all the survey questions grouped by key themes.

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	16	59	20			75%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	16	48	25	10		63%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	21	54	17			75%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	15	48	28			62%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	14	49	21	11		63%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	7	30	35	20	7	37%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	7	26	39	21		34%	43%
Q8. My manager is focused on my capability development	8	34	30	18	10	43%	33%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

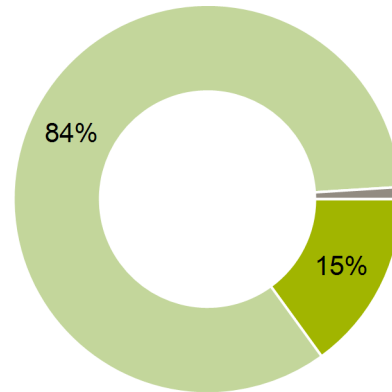
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		39%
Female		60%
Other		1%
<b>Age</b>		
<35		32%
35 - 54		54%
> 54		14%

# PROFILE OF RESPONDENTS

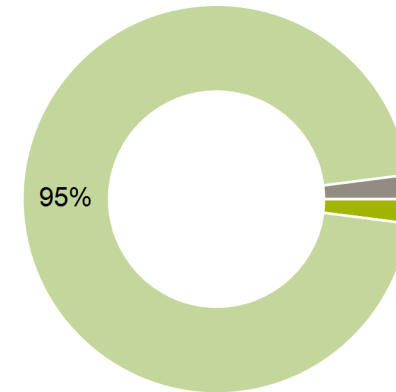


## PERSONAL PROFILES

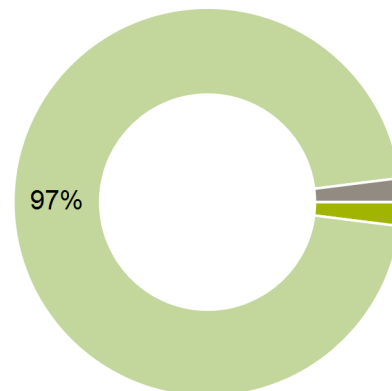
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



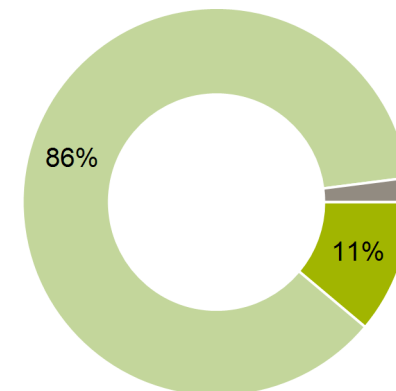
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		11%
1 - 2 years		14%
2 - 5 years		22%
5 - 10 years		25%
10 - 20 years		19%
More than 20 years		8%

# PROFILE OF RESPONDENTS



## WORK PROFILES

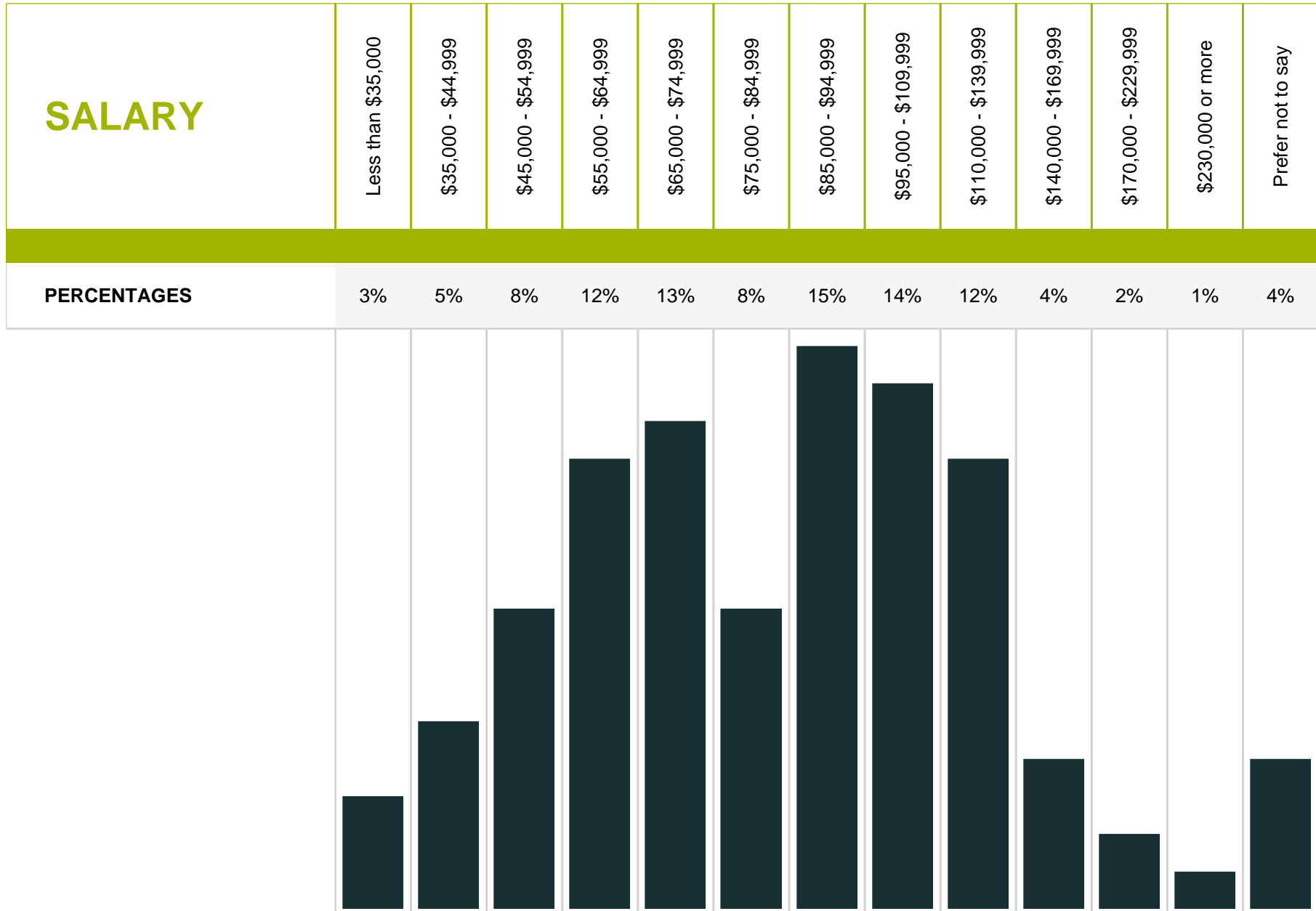
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		23%
Other service delivery work		17%
Administrative support		8%
Corporate services		23%
Policy		1%
Program and project management support		8%
Legal (including developing and/or reviewing legislation)		1%
Other		19%

# 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.

	Sydney Opera House	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>	145	28	20	10	28	1	0	10	1	23
<b>ENGAGEMENT</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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 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.

	Sydney Opera House	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>	145	4	6	10	14	15	9	18	17	14	5	2	1	5
<b>ENGAGEMENT</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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.

	Sydney Opera House	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>	145	13	17	26	29	23	10
<b>ENGAGEMENT</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	49%	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT  
OFF LIMIT OF 30 RESPONDENTS

# RESULTS BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Sydney Opera House	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>	145	1	3	11	23	13	18	18	16	9	7	1
<b>ENGAGEMENT</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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

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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.

	Sydney Opera House	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	145	48	73	1
<b>ENGAGEMENT</b>	75%	77%	73%	(r)
<b>SENIOR MANAGERS</b>	49%	52%	45%	(r)
<b>COMMUNICATION</b>	58%	58%	57%	(r)
<b>HIGH PERFORMANCE</b>	69%	69%	68%	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	70%	67%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	67%	68%	(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.

	Sydney Opera House	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	145	121	1
<b>ENGAGEMENT</b>	75%	75%	(r)
<b>SENIOR MANAGERS</b>	49%	48%	(r)
<b>COMMUNICATION</b>	58%	57%	(r)
<b>HIGH PERFORMANCE</b>	69%	68%	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	68%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	68%	(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.

	Sydney Opera House	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>	145	0	0	0	0	0	0	0	4	29	0	0	0	0
<b>ENGAGEMENT</b>	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(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.

	Sydney Opera House	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	145	0	87
<b>ENGAGEMENT</b>	75%	(r)	73%
<b>SENIOR MANAGERS</b>	49%	(r)	42%
<b>COMMUNICATION</b>	58%	(r)	52%
<b>HIGH PERFORMANCE</b>	69%	(r)	65%
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	65%
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	65%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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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.

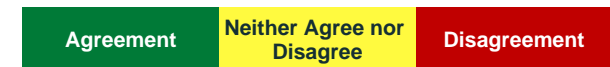
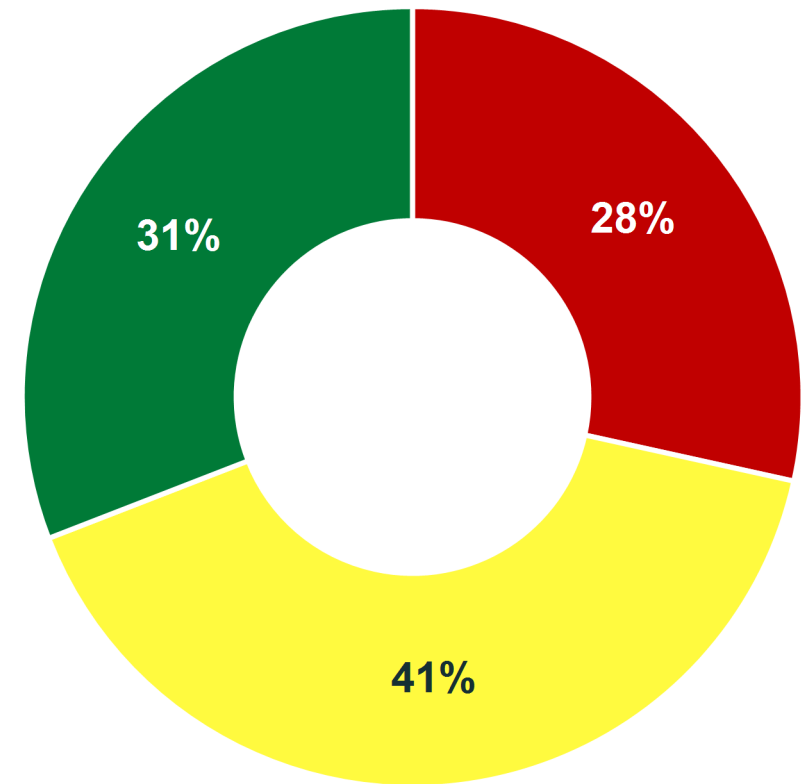
# 31%

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

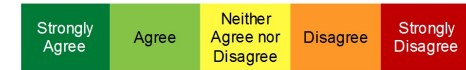
## **i** ANONYMITY RULES

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

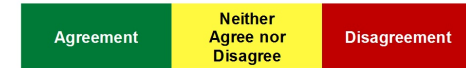
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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

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

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



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



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

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

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

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

## **i** ROUNDING

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

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

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