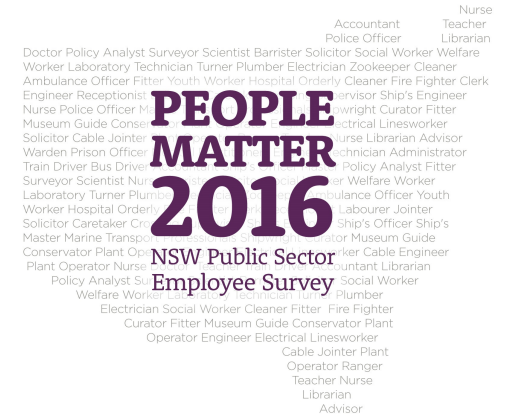


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

## Botanic Gardens & Centennial Parklands

## CONTENTS OF REPORT

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## RESPONSE RATE

# 56%

185 RESPONSES  
OUT OF 333 EMPLOYEES

## ENGAGEMENT INDEX

# 71%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **68%**



## 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>
1a. I understand what is expected of me to do well in my role	<b>93%</b>
2i. People in my workgroup treat customers/clients with respect	<b>93%</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>90%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>90%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>83%</b>
2e. I receive help and support from other members of my workgroup	<b>82%</b>
3i. I have a strong desire to advance my career	<b>82%</b>
7p. I am proud to tell others I work for my organisation	<b>81%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15. I believe action will be taken on the results from this survey by my organisation	<b>29%</b>
7f. I feel that change is handled well in my organisation	<b>29%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>33%</b>
7g. There is good co-operation between teams across our organisation	<b>35%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>35%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>35%</b>
6h. I feel that senior managers listen to employees	<b>38%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>39%</b>
7j. My organisation is committed to developing its employees	<b>41%</b>
6c. I feel that senior managers model the values of my organisation	<b>42%</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

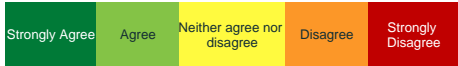
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Some key comparisons are provided.

ENGAGEMENT	71% RESPONSE SCALE				AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	22	43	25		65%	66%	66%	60%
Q7p. I am proud to tell others I work for my organisation	35	47	15		81%	86%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	38	38	18		76%	88%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	22	40	23	12	62%	68%	58%	55%
Q7s. My organisation inspires me to do the best in my job	23	38	25	10	61%	65%	57%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

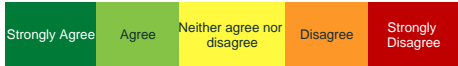
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Some key comparisons are provided.

ENGAGEMENT WITH WORK	79% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		79%	75%	76%
Q1h. I look for ways to perform my job more effectively		97%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	77%	76%
Q1j. I am satisfied with my job at the present time		63%	64%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

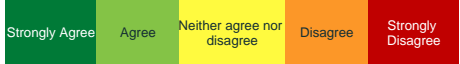
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Some key comparisons are provided.

SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	38	24	17		53%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	13	30	24	22	10	43%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	14	27	27	20	12	42%	47%	48%
Q6d. Senior managers encourage innovation by employees	16	34	29	15		49%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	45	27	11		56%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19	44	24	10		63%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	21	18	8	52%	44%	44%
Q6h. I feel that senior managers listen to employees	11	27	23	25	14	38%	40%	39%
Q7f. I feel that change is handled well in my organisation	8	21	27	29	15	29%	32%	41%

KEY





## EXPLORE THE FULL SURVEY RESULTS

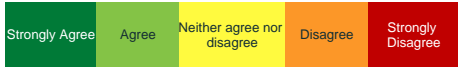
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Some key comparisons are provided.

COMMUNICATION	62% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me		70%	73%	69%
Q5f. My manager encourages and values employee input		74%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work		70%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	44%	44%
Q6h. I feel that senior managers listen to employees		38%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		70%	78%	69%

KEY







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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	35	58				93%	87%	90%
Q1b. I have the tools I need to do my job effectively	9	48	23	17		58%	66%	70%
Q1c. I get the information I need to do my job well		60	18	14		65%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	38	51				90%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26	49	13	10		74%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	26	49	14	11		75%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	30	45	17	7		75%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	32	49	10	9		81%	80%	76%
Q3h. I have received appropriate training and development to do my job well	11	46	28	12		57%	59%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

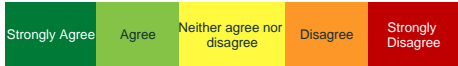
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Some key comparisons are provided.

HIGH PERFORMANCE	68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		76%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		61%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		66%	71%	65%
Q5j. I have confidence in the decisions my line manager makes		70%	74%	67%
Q6d. Senior managers encourage innovation by employees		49%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		56%	52%	52%
Q7d. My organisation focuses on improving the work we do		71%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		60%	54%	62%
Q7g. There is good co-operation between teams across our organisation		35%	43%	48%

KEY





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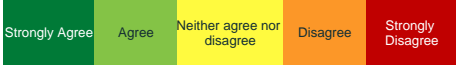
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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	49	23	14		59%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	21	48	21	8		69%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	40	52				91%	90%	85%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

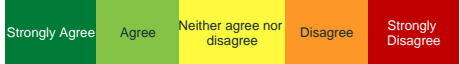
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q2a. My workgroup strives to achieve customer/client satisfaction	39	51	8	90%	87%	85%	
Q2b. People in my workgroup use time and resources efficiently	26	49	14	11	75%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	33	38	19	8	72%	74%	67%
Q2h. People in my workgroup treat each other with respect	41	39	14		80%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect	49	44			93%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	49	14	7	76%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	41	24	12	61%	65%	64%
Q5d. My manager listens to what I have to say	32	43	14	7	75%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	42	21	9	66%	72%	64%

KEY





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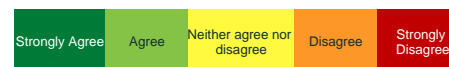
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5k. My manager treats employees with dignity and respect		74%	82%	76%
Q5l. My manager talks to me about how the values apply to my work		59%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		53%	46%	47%
Q6c. I feel that senior managers model the values of my organisation		42%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		63%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	44%	44%
Q6h. I feel that senior managers listen to employees		38%	40%	39%
Q7a. My organisation provides high quality services		81%	78%	80%
Q7b. My organisation strives to match services to customer/client needs		80%	77%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

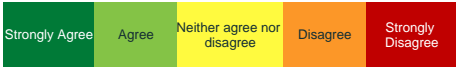
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	32	51	12	0	83%	80%	83%
Q7d. My organisation focuses on improving the work we do	28	43	17	9	71%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	8	38	35	15	46%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	41	37	9	51%	68%	63%

KEY





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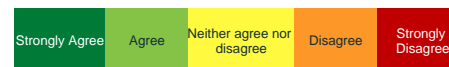
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	13	46	21	15	59%	60%	59%	
Q5d. My manager listens to what I have to say	32	43	14	7	75%	79%	73%	
Q5f. My manager encourages and values employee input	31	42	14	8	74%	76%	69%	
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	23	46	18	9	69%	72%	65%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	42	21	9	66%	72%	64%	
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	28	35	12	9	44%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	22	54	17		76%	78%	75%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	21	48	21	8	69%	71%	67%	
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	47	15	12	70%	78%	69%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

DIVERSITY & INCLUSION	69% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	40	52				91%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	27	37	18	10	8	64%	72%	58%

KEY







## EXPLORE THE FULL SURVEY RESULTS

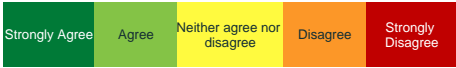
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Some key comparisons are provided.

RECRUITMENT	46% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
Q7l. My organisation's processes for recruiting employees are efficient	29	28	25	13	35%	27%	33%	
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	34	30	20	7	43%	45%	41%
Q7n. My organisation generally selects capable people to do the job	10	49	23	14		59%	60%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

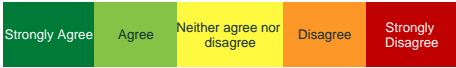
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	47%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	36	36	54%	63%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	39	51%	54%	53%		
Q7g. There is good co-operation between teams across our organisation		29	29	28	8	35%	43%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

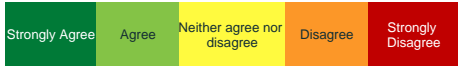
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		49%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		74%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		52%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	63%	59%
Q3e. My performance is assessed against clear criteria		42%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		70%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		57%	58%	60%
Q3h. I have received appropriate training and development to do my job well		57%	59%	63%
Q3i. I have a strong desire to advance my career		82%	75%	69%

KEY





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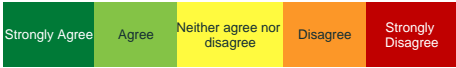
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PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		35%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		33%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		77%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		52%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		69%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		54%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		51%	54%	53%
Q7j. My organisation is committed to developing its employees		41%	53%	53%

KEY





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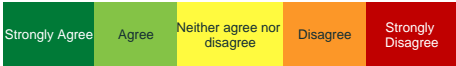
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Some key comparisons are provided.

MOBILITY	46% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10	23	40	18	9	33%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	36	36			54%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	39			51%	54%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

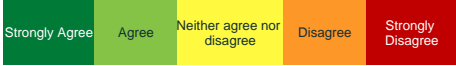
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Some key comparisons are provided.

PAY & BENEFITS	54% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	47	16	22	9	53%	70%	60%	
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	8	47	26	16	54%	68%	60%	

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 GROUPS	70% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	26	50	19		76%	77%	77%
Q8c. Age is not a barrier to success in my organisation	23	43	23	9	66%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	18	42	34		60%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	24	51	21		76%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	25	46	16	7	71%	74%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

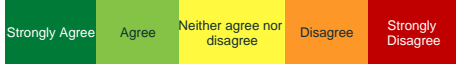
This section shows results for all the survey questions grouped by key themes.

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 SUPPORT	60% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		54%	60%	58%
Q1l. My workload is acceptable		45%	56%	55%
Q2e. I receive help and support from other members of my workgroup		82%	84%	80%
Q2f. There is good team spirit in my workgroup		75%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		44%	69%	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.

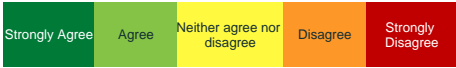
## ACTION ABOUT SURVEY RESULTS

**29%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

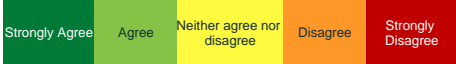
This section shows results for all the survey questions grouped by key themes.

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	46% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		51%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		39%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		48%	49%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>				
More interesting and challenging work		50%	57%	46%
Better skills in my workgroup		28%	26%	27%
Improved career opportunities		54%	57%	52%
Improved learning and development opportunities		59%	50%	50%
Greater involvement in decision making		37%	39%	33%
Better pay and benefits		64%	52%	58%
Greater recognition for the work I do		43%	41%	45%
Better leadership from senior managers		39%	42%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		27%	26%	27%
Better accountability for performance		18%	24%	25%
A better location		10%	21%	20%
More flexible working conditions		39%	34%	38%
Better work/life balance		47%	42%	46%
Improved facilities		30%	28%	30%
Improved technology and systems		52%	40%	38%
Better job security		47%	52%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		52%	62%	72%
No		40%	32%	24%
Don't Know		7%	6%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		23%	18%	25%
No		66%	72%	64%
Don't Know		11%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		41%	57%	63%
No		50%	41%	35%
Don't Know		9%	2%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		30%	26%	35%
No		63%	67%	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		16%	14%	20%
No		80%	81%	75%
Don't Know		4%	5%	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%	PLANNING AND ENVIRONMENT	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		27%	17%	23%
Your Immediate Manager/Supervisor		23%	30%	26%
A fellow worker at your level		23%	23%	25%
A subordinate		8%	8%	8%
Prefer not to say		19%	13%	13%





## EXPLORE THE FULL SURVEY RESULTS

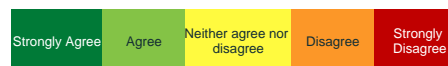
This section shows results for all the survey questions grouped by key themes.

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.

PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Q1. I am clear on the accountabilities of my role	21	68	8			89%	88%
Q2. My organisation listens to its customers and stakeholders	16	58	21			74%	73%
Q3. My organisation delivers on its promises	12	48	28	10		60%	55%
Q4. I have a clear understanding of the vision of my organisation	15	56	22			70%	66%
Q5. I am aware how my role contributes to the vision of the organisation	22	55	16			77%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	16	48	26			65%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	16	46	22	12		62%	59%
Q8. My job design facilitates flexible working	14	42	21	18		56%	66%
Q9. My team is equipped with the right tools to provide good customer service		49	21	19		56%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	26		40	23		31%	50%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

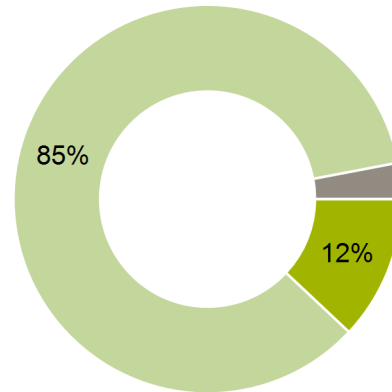
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		43%
Female		57%
<b>Age</b>		
<35		27%
35 - 54		56%
> 54		17%

# PROFILE OF RESPONDENTS

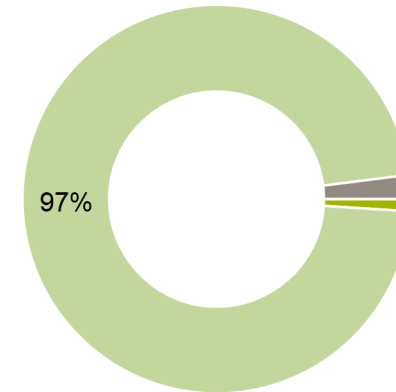


## PERSONAL PROFILES

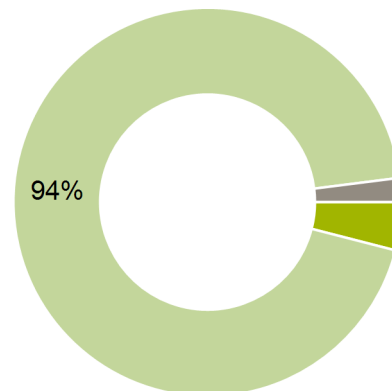
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



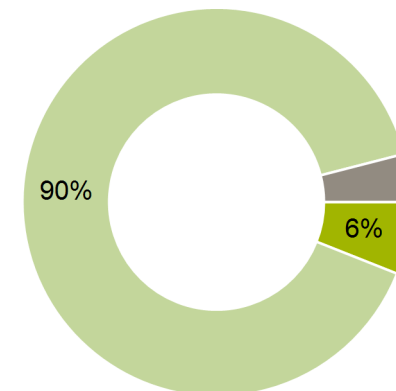
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		19%
1 - 2 years		9%
2 - 5 years		23%
5 - 10 years		22%
10 - 20 years		13%
More than 20 years		13%

# PROFILE OF RESPONDENTS



## WORK PROFILES

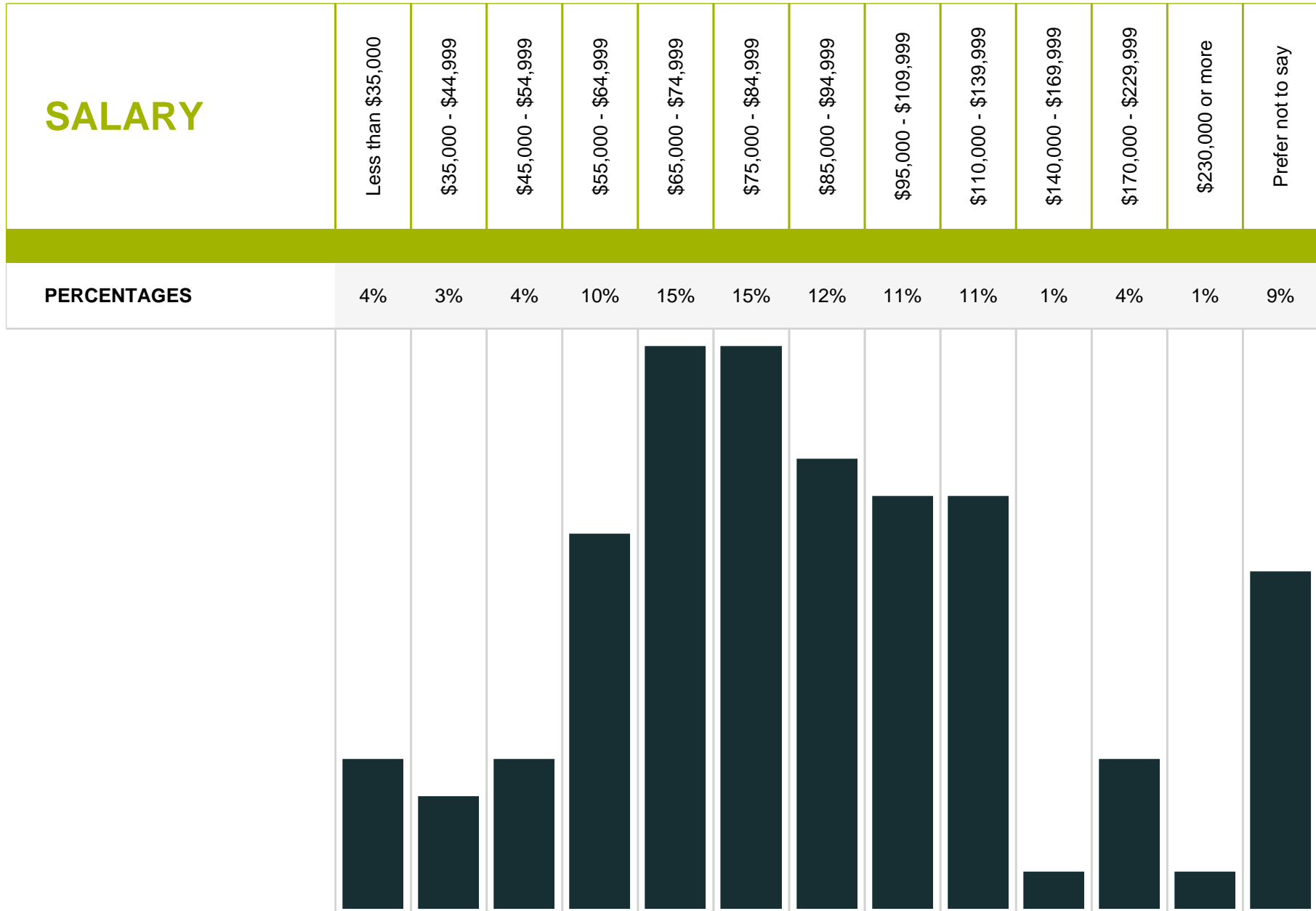
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		29%
Other service delivery work		21%
Administrative support		6%
Corporate services		7%
Policy		1%
Research		15%
Program and project management support		4%
Other		18%

# 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.

	Botanic Gardens & Centennial Parklands	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>	185	46	33	9	11	1	23	7	0	28
<b>ENGAGEMENT</b>	71%	70%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	42%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	62%	59%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	65%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	64%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	65%	74%	(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.

	Botanic Gardens & Centennial Parklands	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>	185	6	4	7	16	23	23	19	18	18	2	6	1	15
<b>ENGAGEMENT</b>	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	(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.

	Botanic Gardens & Centennial Parklands	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>	185	29	14	36	35	21	21
<b>ENGAGEMENT</b>	71%	(r)	(r)	69%	71%	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	54%	42%	(r)	(r)
<b>COMMUNICATION</b>	62%	(r)	(r)	63%	63%	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	67%	71%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	(r)	(r)	69%	68%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	(r)	68%	73%	(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.

	Botanic Gardens & Centennial Parklands	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>	185	0	2	18	23	18	21	29	20	17	5	4
<b>ENGAGEMENT</b>	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	(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

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.

	Botanic Gardens & Centennial Parklands	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	185	69	90	0
<b>ENGAGEMENT</b>	<b>71%</b>	<b>73%</b>	<b>69%</b>	<b>(r)</b>
<b>SENIOR MANAGERS</b>	<b>47%</b>	<b>51%</b>	<b>43%</b>	<b>(r)</b>
<b>COMMUNICATION</b>	<b>62%</b>	<b>66%</b>	<b>57%</b>	<b>(r)</b>
<b>HIGH PERFORMANCE</b>	<b>68%</b>	<b>70%</b>	<b>66%</b>	<b>(r)</b>
<b>PUBLIC SECTOR VALUES</b>	<b>68%</b>	<b>71%</b>	<b>63%</b>	<b>(r)</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>69%</b>	<b>72%</b>	<b>65%</b>	<b>(r)</b>

**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.

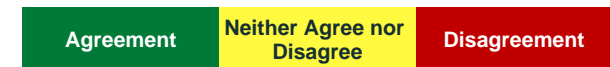
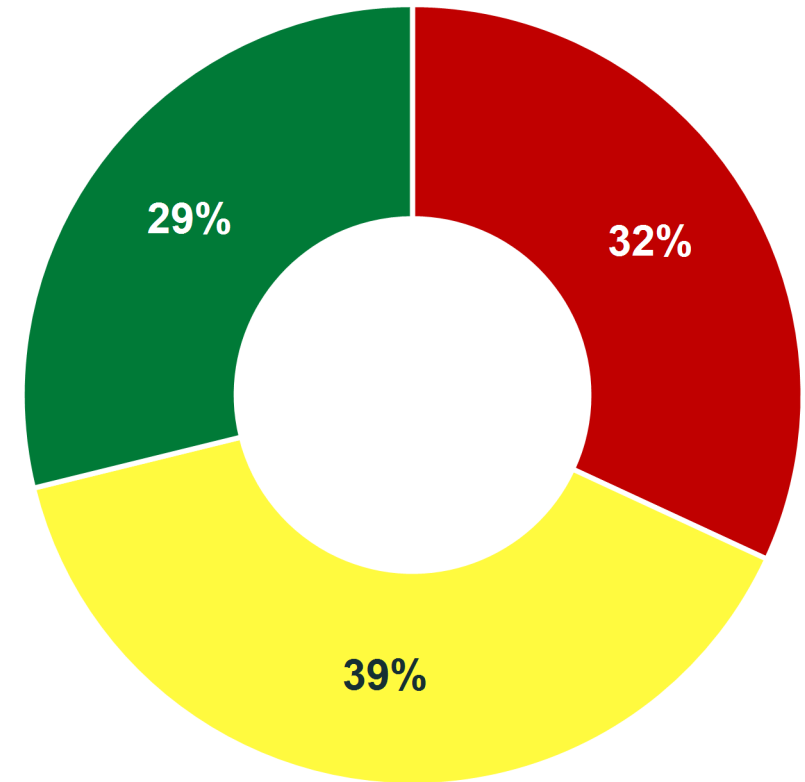
**29%**

of employees replied favourably to:

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

**32%**  
SECTOR

**34%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

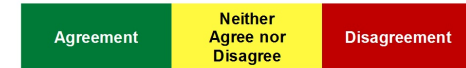
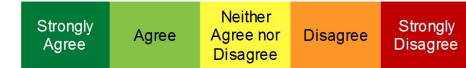
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%