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NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

RESPONSE RATE

27%

27 RESPONSES
OUT OF 100 EMPLOYEES

ENGAGEMENT INDEX

61%

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	89%
1a. I understand what is expected of me to do well in my role	85%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	83%
1d. I feel I make a contribution to achieving the organisation's objectives	81%
1g. My job gives me a feeling of personal accomplishment	81%
7q. I feel a strong personal attachment to my organisation	79%
1l. My workload is acceptable	70%
3i. I have a strong desire to advance my career	70%
4a. I am paid fairly for the work I do	67%
7c. My organisation strives to earn and sustain a high level of public trust	67%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7f. I feel that change is handled well in my organisation	13%
7g. There is good co-operation between teams across our organisation	13%
7h. People in my organisation take responsibility for their own actions	13%
7l. My organisation's processes for recruiting employees are efficient	13%
3c. I have scheduled feedback conversations with my manager throughout the year	15%
5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15%
9b. I have confidence in the ways my organisation resolves grievances	17%
3k. I would like to work in another agency within the NSW Public Sector during my career	19%
5p. My manager would help me to broaden my experience by supporting my movement to another role	19%
6b. I feel that senior leaders effectively lead and manage change	20%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

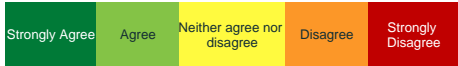
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	61% RESPONSE SCALE					AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	17	25	29	8	21	42%	42%	66%	60%
Q7p. I am proud to tell others I work for my organisation	42	25	13	17		67%	74%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	54	25	8	8		79%	79%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	21	21	25	13	21	42%	43%	58%	55%
Q7s. My organisation inspires me to do the best in my job	25	17	25	13	21	42%	49%	57%	55%

KEY





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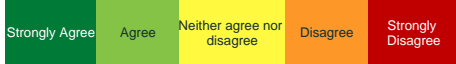
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ENGAGEMENT WITH WORK 69% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		81%	75%	76%
Q1h. I look for ways to perform my job more effectively		89%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		63%	77%	76%
Q1j. I am satisfied with my job at the present time		44%	64%	63%

KEY





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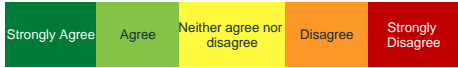
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SENIOR MANAGERS	26% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		28%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change		20%	41%	43%
Q6c. I feel that senior managers model the values of my organisation		24%	47%	48%
Q6d. Senior managers encourage innovation by employees		36%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		24%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		40%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		28%	44%	44%
Q6h. I feel that senior managers listen to employees		24%	40%	39%
Q7f. I feel that change is handled well in my organisation		13%	32%	41%

KEY





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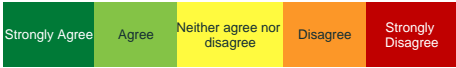
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Some key comparisons are provided.

COMMUNICATION	33% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me	23 12 35 8 23	35%	73%	69%
Q5f. My manager encourages and values employee input	27 19 15 19 19	46%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work	19 8 31 12 31	27%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	16 12 16 24 32	28%	44%	44%
Q6h. I feel that senior managers listen to employees	20 12 28 36	24%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25 13 17 21 25	38%	78%	69%

KEY





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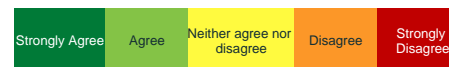
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Some key comparisons are provided.

	HIGH PERFORMANCE			46% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role				67 19 15	85%	87%	90%
Q1b. I have the tools I need to do my job effectively				37 26 11 22	63%	66%	70%
Q1c. I get the information I need to do my job well				26 33 26 11	59%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives				63 19 15	81%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things				48 7 7 22 15	56%	74%	69%
Q2b. People in my workgroup use time and resources efficiently				15 19 26 37	33%	72%	70%
Q2c. My team works collaboratively to achieve its objectives				15 15 26 19 26	30%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well				22 30 7 26 15	52%	80%	76%
Q3h. I have received appropriate training and development to do my job well				30 19 26 11 15	48%	59%	63%

KEY





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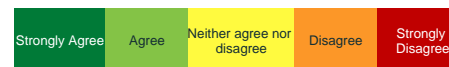
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Some key comparisons are provided.

HIGH PERFORMANCE	46% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15 27 27 19 12	42%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23 8 31 23 15	31%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	27 12 15 35 12	38%	71%	65%
Q5j. I have confidence in the decisions my line manager makes	15 19 27 19 19	35%	74%	67%
Q6d. Senior managers encourage innovation by employees	8 28 40 16 8	36%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12 12 32 24 20	24%	52%	52%
Q7d. My organisation focuses on improving the work we do	17 21 25 25 13	38%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	8 25 25 21 21	33%	54%	62%
Q7g. There is good co-operation between teams across our organisation	8 25 17 46	13%	43%	48%

KEY





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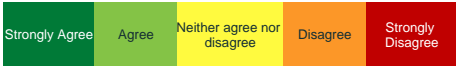
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	HIGH PERFORMANCE					46% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	17	33	13	29		25%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	29	29	13	13		46%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	58		25	17			83%	90%	85%

KEY





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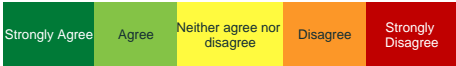
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		38% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	42 19 15 19	62%	87%	85%	
Q2b. People in my workgroup use time and resources efficiently	15 19 26 37	33%	72%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	19 11 22 19 30	30%	74%	67%	
Q2h. People in my workgroup treat each other with respect	19 11 22 22 26	30%	79%	72%	
Q2i. People in my workgroup treat customers/clients with respect	33 30 22 11	63%	90%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	15 27 27 19 12	42%	76%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23 8 31 23 15	31%	65%	64%	
Q5d. My manager listens to what I have to say	27 15 31 8 19	42%	79%	73%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27 23 19 27	31%	72%	64%	

KEY





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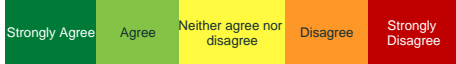
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	38% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	23	15	31	27		38%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	23	8	23	23	23	31%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	16	12	24	36	28%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	12	12	24	20	32	24%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	24	24	20	16	40%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	16	12	16	24	32	28%	44%	44%
Q6h. I feel that senior managers listen to employees	20	12	28	36		24%	40%	39%
Q7a. My organisation provides high quality services	17	42	21	17		58%	78%	80%
Q7b. My organisation strives to match services to customer/client needs	21	38	17	21		58%	77%	80%

KEY





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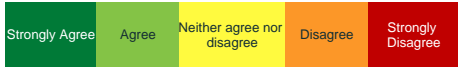
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	38% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	29	38	13	13	8	67%	80%	83%
Q7d. My organisation focuses on improving the work we do	17	21	25	25	13	38%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	8	29	29	29		13%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	9	26	17	9	39	35%	68%	63%

KEY





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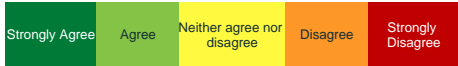
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Some key comparisons are provided.

DIVERSITY & INCLUSION	44% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	22	22	22	15	19	44%	60%	59%
Q5d. My manager listens to what I have to say	27	15	31	8	19	42%	79%	73%
Q5f. My manager encourages and values employee input	27	19	15	19	19	46%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	31	8	19	19	23	38%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27		23	19	27	31%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	24	16	36		20	40%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	17	29	21	8	42%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	29	29	13	13	46%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	13	17	21	25	38%	78%	69%

KEY





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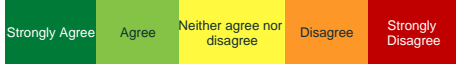
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Some key comparisons are provided.

DIVERSITY & INCLUSION	44% RESPONSE SCALE			AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	58	25	17	83%	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>	29	29	29	8	33%	72%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	21% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	29	25	33		13%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	13	13	17	46	25%	45%	41%
Q7n. My organisation generally selects capable people to do the job	8	17	33	13	29	25%	60%	51%

KEY





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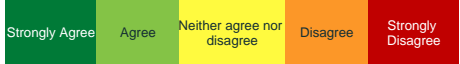
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	16%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	38	19	23	19%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	58	15	12	15%	54%	53%
Q7g. There is good co-operation between teams across our organisation	8	25	17	46	13%	43%	48%

KEY





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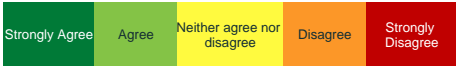
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	31% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		30%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		37%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		15%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		26%	63%	59%
Q3e. My performance is assessed against clear criteria		26%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		44%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		38%	58%	60%
Q3h. I have received appropriate training and development to do my job well		48%	59%	63%
Q3i. I have a strong desire to advance my career		70%	75%	69%

KEY





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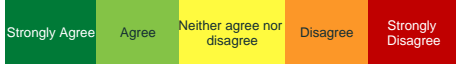
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	31% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	19 11 22 33 15	30%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15 52 15 15	19%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	28 12 24 12 24	40%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	19 19 23 35	23%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19 12 23 19 27	31%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 38 19 23	19%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 58 15 12	15%	54%	53%
Q7j. My organisation is committed to developing its employees	13 8 25 21 33	21%	53%	53%

KEY





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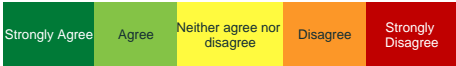
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MOBILITY	18% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	52	15	15	19%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	38	19	23	19%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	58	15	12	15%	54%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS	65% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	26	41	11	15	7	67%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	26	37	19	19		63%	68%	60%

KEY





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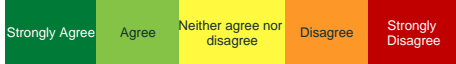
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DIVERSITY GROUPS	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		58%	77%	77%
Q8c. Age is not a barrier to success in my organisation		58%	67%	71%
Q8d. Disability is not a barrier to success in my organisation		46%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		63%	75%	76%
Q8f. Gender is not a barrier to success in my organisation		54%	74%	74%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	44% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	22	22	22	15	19	44%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	22	26	11	15	26	48%	60%	58%
Q1l. My workload is acceptable	22	48	15	11		70%	56%	55%
Q2e. I receive help and support from other members of my workgroup	30	19	26	15	11	48%	84%	80%
Q2f. There is good team spirit in my workgroup	22		30	15	30	26%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	13	13	17	25	33	25%	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

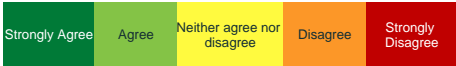
25% RESPONSE SCALE

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



AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
25%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

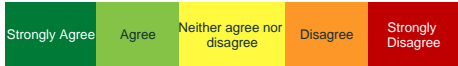
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

WORKPLACE CONDUCT	27% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		35%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		17%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		29%	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
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		33%	57%	46%
Better skills in my workgroup		29%	26%	27%
Improved career opportunities		50%	57%	52%
Improved learning and development opportunities		54%	50%	50%
Greater involvement in decision making		63%	39%	33%
Better pay and benefits		46%	52%	58%
Greater recognition for the work I do		58%	41%	45%
Better leadership from senior managers		71%	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
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		54%	26%	27%
Better accountability for performance		50%	24%	25%
A better location		17%	21%	20%
More flexible working conditions		33%	34%	38%
Better work/life balance		29%	42%	46%
Improved facilities		42%	28%	30%
Improved technology and systems		54%	40%	38%
Better job security		54%	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
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		83%	62%	72%
No		9%	32%	24%
Don't Know		9%	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
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		67%	18%	25%
No		24%	72%	64%
Don't Know		10%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		79%	57%	63%
No		21%	41%	35%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		79%	26%	35%
No		21%	67%	58%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		42%	14%	20%
No		58%	81%	75%



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
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.					
Your Immediate Manager/Supervisor			60%	30%	26%
Other			10%	6%	4%
Prefer not to say			30%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

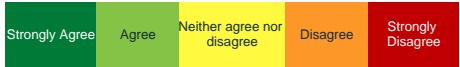
This section shows results for all the survey questions grouped by key themes.

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
Q1. I am clear on the accountabilities of my role		88%	88%
Q2. My organisation listens to its customers and stakeholders		46%	73%
Q3. My organisation delivers on its promises		25%	55%
Q4. I have a clear understanding of the vision of my organisation		38%	66%
Q5. I am aware how my role contributes to the vision of the organisation		54%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision		38%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager		29%	59%
Q8. My job design facilitates flexible working		33%	66%
Q9. My team is equipped with the right tools to provide good customer service		46%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams		25%	50%

KEY





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.

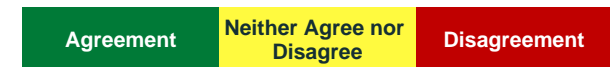
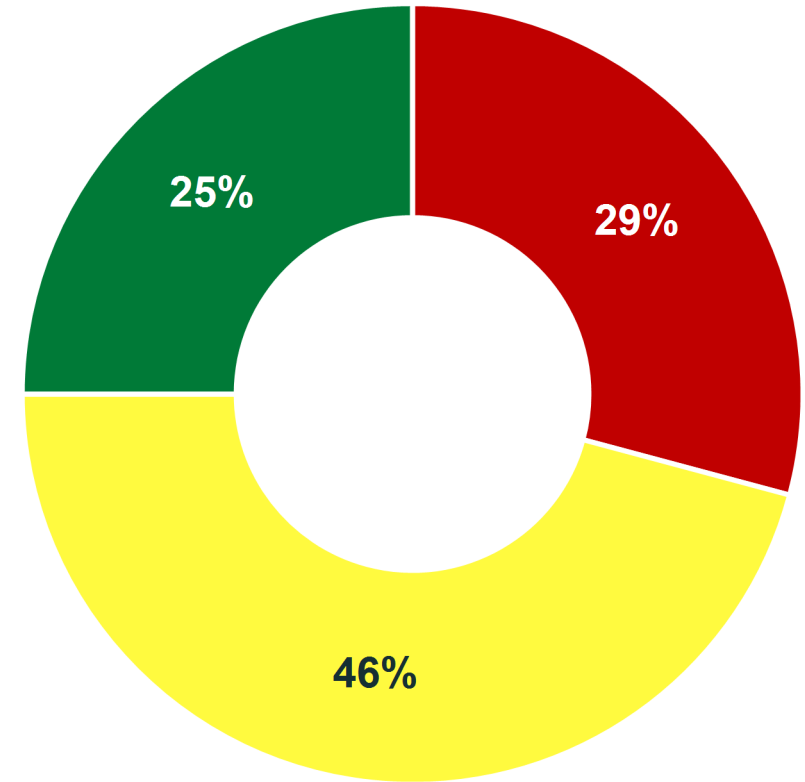
25%

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

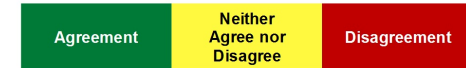
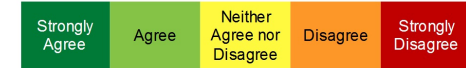
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%