PEOPLE MATTER 2016
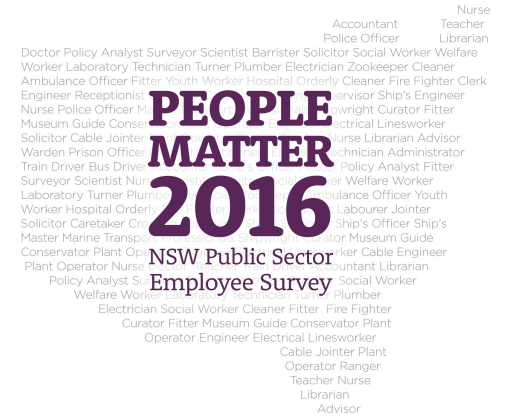
NSW Public Sector Employee Survey

Planning and Environment

Lord Howe Island Board

CONTENTS

CONTENTS OF REPORT

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

RESPONSE RATE

74%

37 RESPONSES OUT OF 50 EMPLOYEES

ENGAGEMENT INDEX

74%

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	**100%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**100%**
1a.	I understand what is expected of me to do well in my role	**94%**
8h.	I am able to speak up and share a different view to my colleagues and manager	**94%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**94%**
8b.	Cultural background is not a barrier to success in my organisation	**94%**
7c.	My organisation strives to earn and sustain a high level of public trust	**91%**
8c.	Age is not a barrier to success in my organisation	**91%**
1g.	My job gives me a feeling of personal accomplishment	**89%**
1e.	I feel I am able to suggest ideas to improve our way of doing things	**89%**

	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
5n.	My manager appropriately deals with employees who perform poorly	**47%**
3k.	I would like to work in another agency within the NSW Public Sector during my career	**50%**
15.	I believe action will be taken on the results from this survey by my organisation	**50%**
7h.	People in my organisation take responsibility for their own actions	**54%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**58%**
4a.	I am paid fairly for the work I do	**58%**
9b.	I have confidence in the ways my organisation resolves grievances	**60%**
2b.	People in my workgroup use time and resources efficiently	**62%**
1k.	I am able to keep my work stress at an acceptable level	**65%**
2h.	People in my workgroup treat each other with respect	**65%**

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'.
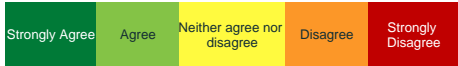
EXPLORE THE FULL SURVEY RESULTS

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 — 74% RESPONSE SCALE

	Strongly Agree	Agree	Neither	AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	23	60	11	83%	57%	66%	60%
Q7p. I am proud to tell others I work for my organisation	23	66	9	89%	78%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	20	51	26	71%	48%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	17	60	17	77%	61%	58%	55%
Q7s. My organisation inspires me to do the best in my job	18	56	24	74%	52%	57%	55%

KEY

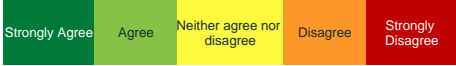| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

ENGAGEMENT WITH WORK   **89%** RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	32 / 57 / 8	89%	75%	76%
Q1h. I look for ways to perform my job more effectively	41 / 59	100%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	35 / 49 / 8 / 8	84%	77%	76%
Q1j. I am satisfied with my job at the present time	22 / 59 / 14	81%	64%	63%

KEY

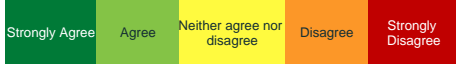| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS — 73% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	51	20		71%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	17	57	14	9	74%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	17	54	20		71%	47%	48%
Q6d. Senior managers encourage innovation by employees	17	60	17		77%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	57	23		69%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	17	60	17		77%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	63	9	11	77%	44%	44%
Q6h. I feel that senior managers listen to employees	14	60	17	9	74%	40%	39%
Q7f. I feel that change is handled well in my organisation	9	60	20		69%	32%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 83% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me	31 / 53 / 8	83%	73%	69%
Q5f. My manager encourages and values employee input	28 / 58 / 8	86%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work	19 / 64 / 14	83%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 63 / 9 / 11	77%	44%	44%
Q6h. I feel that senior managers listen to employees	14 / 60 / 17 / 9	74%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	26 / 69	94%	78%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE   **80%** RESPONSE SCALE

Question	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	50 / 44	94%	87%	90%
Q1b. I have the tools I need to do my job effectively	32 / 51 / 11	84%	66%	70%
Q1c. I get the information I need to do my job well	24 / 54 / 8 / 14	78%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	43 / 57	100%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	41 / 49	89%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	16 / 46 / 27 / 11	62%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	16 / 57 / 14 / 14	73%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	8 / 76 / 8 / 8	84%	80%	76%
Q3h. I have received appropriate training and development to do my job well	11 / 58 / 22	69%	59%	63%

KEY

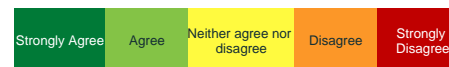| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE

80% RESPONSE SCALE

Question	SA	A	N		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	58	17		78%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	25	58	14		83%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	11	66	20		77%	71%	65%
Q5j. I have confidence in the decisions my line manager makes	25	44	22		69%	74%	67%
Q6d. Senior managers encourage innovation by employees	17	60	17		77%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	57	23		69%	52%	52%
Q7d. My organisation focuses on improving the work we do	17	69			86%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	60	17		74%	54%	62%
Q7g. There is good co-operation between teams across our organisation	11	63	20		74%	43%	48%

KEY

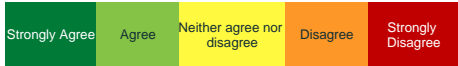| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE   **80%** RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	17 / 69 / 9	86%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20 / 66	86%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29 / 66	94%	90%	85%

KEY

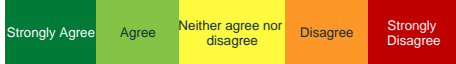| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 76% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	19 / 65 / 14	84%	87%	85%
Q2b. People in my workgroup use time and resources efficiently	16 / 46 / 27 / 11	62%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	17 / 50 / 14 / 14	67%	74%	67%
Q2h. People in my workgroup treat each other with respect	14 / 51 / 16 / 14	65%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect	11 / 72 / 14	83%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19 / 58 / 17	78%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	25 / 58 / 14	83%	65%	64%
Q5d. My manager listens to what I have to say	28 / 58 / 8	86%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22 / 56 / 14	78%	72%	64%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES   76% RESPONSE SCALE

	Strongly Agree	Agree	Neither	Disagree	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5k. My manager treats employees with dignity and respect	25	61	11		86%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	22	47	19	11	69%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	51	20		71%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	17	54	20		71%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	17	60	17		77%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	63	9	11	77%	44%	44%
Q6h. I feel that senior managers listen to employees	14	60	17	9	74%	40%	39%
Q7a. My organisation provides high quality services	14	69	11		83%	78%	80%
Q7b. My organisation strives to match services to customer/client needs	14	63	17		77%	77%	80%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES

76% RESPONSE SCALE

	Response distribution	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	20 / 71	91%	80%	83%
Q7d. My organisation focuses on improving the work we do	17 / 69	86%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	51 / 14 / 29	54%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14 / 60 / 20	74%	68%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

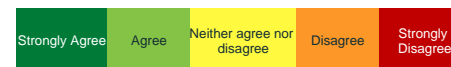**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 84% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	30 / 49 / 14 / 8	78%	60%	59%
Q5d. My manager listens to what I have to say	28 / 58 / 8	86%	79%	73%
Q5f. My manager encourages and values employee input	28 / 58 / 8	86%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	19 / 61 / 14	81%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22 / 56 / 14	78%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	14 / 63 / 23	77%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	23 / 63 / 11	86%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20 / 66	86%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	26 / 69	94%	78%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

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Some key comparisons are provided.

DIVERSITY & INCLUSION   84%   RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29 / 66	94%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	31 / 51 / 9	83%	72%	58%
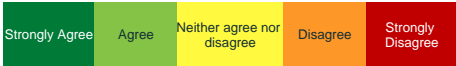
KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT	79% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	23 / 51 / 17	74%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	23 / 54 / 17	77%	45%	41%
Q7n. My organisation generally selects capable people to do the job	17 / 69 / 9	86%	60%	51%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 72% RESPONSE SCALE

					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	31	42	25		72%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	46	31		69%	54%	53%
Q7g. There is good co-operation between teams across our organisation	11	63	20		74%	43%	48%

KEY

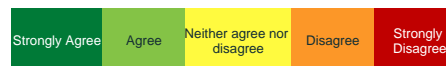| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

72% RESPONSE SCALE

	Graph	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	19 / 64 / 14	83%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	17 / 72 / 8	89%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	17 / 69 / 8	86%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17 / 50 / 19 / 14	67%	63%	59%
Q3e. My performance is assessed against clear criteria	11 / 56 / 25 / 8	67%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	31 / 56	86%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required	17 / 61 / 17	78%	58%	60%
Q3h. I have received appropriate training and development to do my job well	11 / 58 / 22	69%	59%	63%
Q3i. I have a strong desire to advance my career	31 / 42 / 22	72%	75%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

PERFORMANCE FRAMEWORK & DEVELOPMENT

72% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11	47	28	11		58%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	33	36	8		50%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	25	56	11	8		81%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	17	31	36	14		47%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19	58	19			78%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	31	42	25			72%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	46	31			69%	54%	53%
Q7j. My organisation is committed to developing its employees	14	66	11	9		80%	53%	53%

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Some key comparisons are provided.

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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Some key comparisons are provided.

MOBILITY — **64%** RESPONSE SCALE

	Graph	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17 / 33 / 36 / 8	50%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	31 / 42 / 25	72%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23 / 46 / 31	69%	54%	53%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
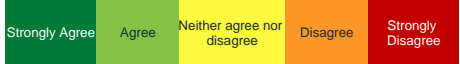
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Some key comparisons are provided.

PAY & BENEFITS	63% RESPONSE SCALE		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	53	19 14 8	58%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	61	17 14	67%	68%	60%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY GROUPS — 87% RESPONSE SCALE

	Strongly Agree	Agree	Neither	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	24	71		94%	77%	77%
Q8c. Age is not a barrier to success in my organisation	20	71		91%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	24	59	18	82%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	20	60	17	80%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	26	63	9	89%	74%	74%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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 — 78% RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	30 / 49 / 14 / 8	78%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	14 / 51 / 16 / 16	65%	60%	58%
Q1l. My workload is acceptable	16 / 59 / 8 / 14	76%	56%	55%
Q2e. I receive help and support from other members of my workgroup	27 / 57 / 11	84%	84%	80%
Q2f. There is good team spirit in my workgroup	22 / 53 / 8 / 14	75%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	26 / 63 / 9	89%	69%	56%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

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.
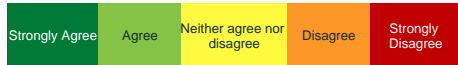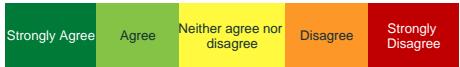
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

50% RESPONSE SCALE

				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	47	35	15	50%	34%	32%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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 — 70% RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14 / 60 / 20	74%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11 / 49 / 31 / 9	60%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	14 / 63 / 11 / 11	77%	49%	49%

KEY

| Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree |

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		40%	57%	46%
Better skills in my workgroup		60%	26%	27%
Improved career opportunities		47%	57%	52%
Improved learning and development opportunities		47%	50%	50%
Greater involvement in decision making		27%	39%	33%
Better pay and benefits		67%	52%	58%
Greater recognition for the work I do		37%	41%	45%
Better leadership from senior managers		33%	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		27%	26%	27%
Better accountability for performance		27%	24%	25%
A better location		3%	21%	20%
More flexible working conditions		27%	34%	38%
Better work/life balance		37%	42%	46%
Improved facilities		27%	28%	30%
Improved technology and systems		37%	40%	38%
Better job security		37%	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		55%	62%	72%
No		42%	32%	24%
Don't Know		3%	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		26%	18%	25%
No		61%	72%	64%
Don't Know		13%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			
No	The data for this question has been hidden for anonymity reasons.			

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		17%	26%	35%
No		77%	67%	58%
Don't Know		6%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		11%	14%	20%
No		86%	81%	75%
Don't Know		3%	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
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager	The data for this question has been hidden for anonymity reasons.			
Your Immediate Manager/Supervisor	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			

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	32 / 59	91%	88%
Q2. My organisation listens to its customers and stakeholders	18 / 76	94%	73%
Q3. My organisation delivers on its promises	12 / 65 / 21	76%	55%
Q4. I have a clear understanding of the vision of my organisation	26 / 59 / 12	85%	66%
Q5. I am aware how my role contributes to the vision of the organisation	21 / 65 / 12	85%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	12 / 70 / 15	82%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	9 / 74 / 15	82%	59%
Q8. My job design facilitates flexible working	24 / 62 / 9	85%	66%
Q9. My team is equipped with the right tools to provide good customer service	9 / 74 / 15	82%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	53 / 32	59%	50%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
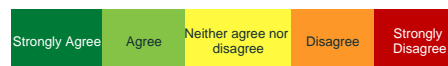
WHAT'S NEXT?

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.
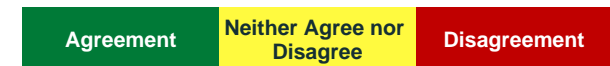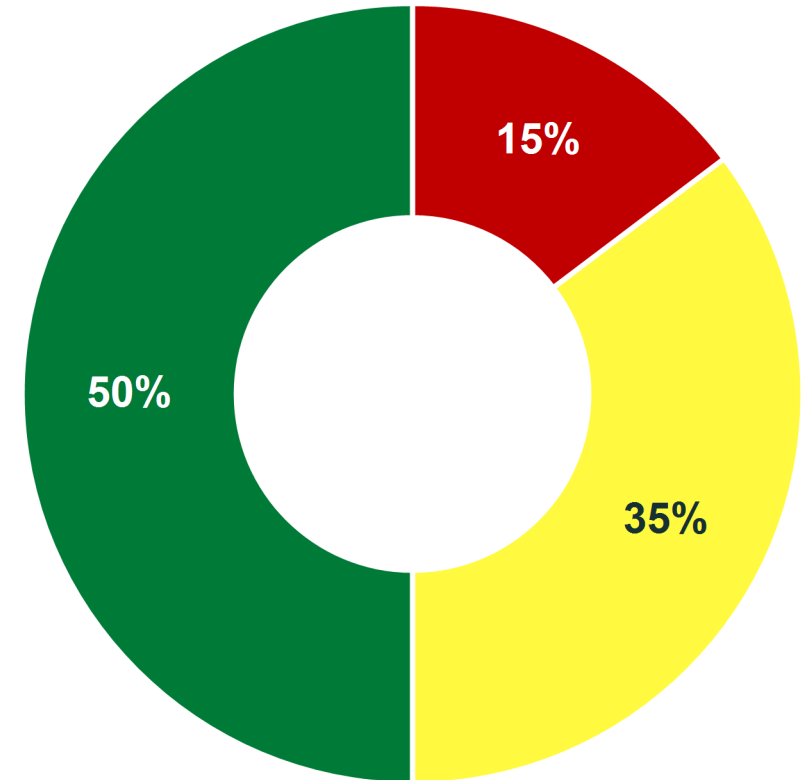
50%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

15%

35%

50%

| Agreement | Neither Agree nor Disagree | Disagreement |

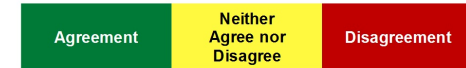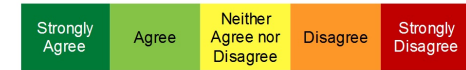# GUIDE TO THIS REPORT

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

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%