PEOPLE MATTER 2016

NSW Public Sector Employee Survey

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NSW Public Sector Employee Survey

Planning and Environment

Office of Local Government

Public Service Commission

ORC INTERNATIONAL

CONTENTS OF REPORT

RESPONSE RATE

94%

78 RESPONSES OUT OF 83 EMPLOYEES

ENGAGEMENT INDEX

56%

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	**97%**
2i.	People in my workgroup treat customers/clients with respect	**94%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**91%**
2e.	I receive help and support from other members of my workgroup	**90%**
2h.	People in my workgroup treat each other with respect	**86%**
2c.	My team works collaboratively to achieve its objectives	**85%**
5k.	My manager treats employees with dignity and respect	**84%**
2a.	My workgroup strives to achieve customer/client satisfaction	**83%**
8j.	How satisfied are you with your ability to access and use flexible working arrangements?	**83%**
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	**82%**

	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
5n.	My manager appropriately deals with employees who perform poorly	**22%**
9b.	I have confidence in the ways my organisation resolves grievances	**23%**
7f.	I feel that change is handled well in my organisation	**28%**
3a.	I have a current performance plan that sets out my individual objectives	**32%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**34%**
6b.	I feel that senior leaders effectively lead and manage change	**34%**
7l.	My organisation's processes for recruiting employees are efficient	**34%**
6h.	I feel that senior managers listen to employees	**36%**
6g.	I feel that senior managers keep employees informed about what's going on	**38%**
7q.	I feel a strong personal attachment to my organisation	**38%**

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'.
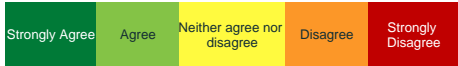
EXPLORE THE FULL SURVEY RESULTS

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   56% RESPONSE SCALE

	Response Scale	AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	14 / 38 / 22 / 20	53%	64%	66%	60%
Q7p. I am proud to tell others I work for my organisation	14 / 37 / 24 / 20	51%	62%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	13 / 25 / 37 / 18	38%	44%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11 / 34 / 30 / 13 / 12	45%	50%	58%	55%
Q7s. My organisation inspires me to do the best in my job	13 / 32 / 33 / 11 / 11	45%	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 — 74% RESPONSE SCALE

	Response breakdown	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	17 / 45 / 21 / 8 / 9	62%	75%	76%
Q1h. I look for ways to perform my job more effectively	31 / 66	97%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	22 / 45 / 17 / 14	68%	77%	76%
Q1j. I am satisfied with my job at the present time	17 / 52 / 8 / 16 / 8	69%	64%	63%

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

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Some key comparisons are provided.

SENIOR MANAGERS

40% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9 / 34 / 20 / 18 / 18	43%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9 / 25 / 32 / 16 / 18	34%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	9 / 36 / 30 / 9 / 16	45%	47%	48%
Q6d. Senior managers encourage innovation by employees	/ 34 / 30 / 20 / 11	39%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8 / 39 / 32 / 16 /	47%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	11 / 37 / 30 / 13 / 9	47%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8 / 30 / 17 / 28 / 17	38%	44%	44%
Q6h. I feel that senior managers listen to employees	/ 32 / 28 / 22 / 14	36%	40%	39%
Q7f. I feel that change is handled well in my organisation	/ 24 / 25 / 28 / 20	28%	32%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION	61% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me	27 / 45 / 14 / 8	73%	73%	69%
Q5f. My manager encourages and values employee input	34 / 39 / 18	73%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work	22 / 44 / 18 / 12	66%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	8 / 30 / 17 / 28 / 17	38%	44%	44%
Q6h. I feel that senior managers listen to employees	32 / 28 / 22 / 14	36%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17 / 64 / 8	82%	78%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE — 66% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	19 / 59 / 8 / 14	78%	87%	90%
Q1b. I have the tools I need to do my job effectively	13 / 47 / 13 / 22	60%	66%	70%
Q1c. I get the information I need to do my job well	10 / 46 / 13 / 26	56%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	22 / 56 / 9 / 10	78%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26 / 44 / 22	69%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	31 / 45 / 15 / 8	76%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	35 / 50 / 8	85%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	28 / 50 / 15	78%	80%	76%
Q3h. I have received appropriate training and development to do my job well	35 / 32 / 22	40%	59%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE — 66% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23 / 51 / 19	74%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19 / 43 / 22 / 13	62%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	30 / 47 / 13 / 9	77%	71%	65%
Q5j. I have confidence in the decisions my line manager makes	28 / 49 / 11 / 8	76%	74%	67%
Q6d. Senior managers encourage innovation by employees	34 / 30 / 20 / 11	39%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8 / 39 / 32 / 16	47%	52%	52%
Q7d. My organisation focuses on improving the work we do	17 / 42 / 20 / 17	59%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	12 / 38 / 25 / 20	50%	54%	62%
Q7g. There is good co-operation between teams across our organisation	45 / 25 / 20	51%	43%	48%

KEY

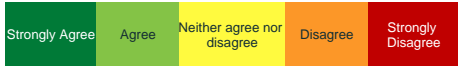| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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HIGH PERFORMANCE

66% RESPONSE SCALE

		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	8 / 47 / 28 / 11	55%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16 / 56 / 21	72%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	43 / 47 / 9	91%	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 — 64% RESPONSE SCALE

	Response breakdown	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	47 / 36 / 10	83%	87%	85%
Q2b. People in my workgroup use time and resources efficiently	31 / 45 / 15 / 8	76%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	41 / 38 / 15	79%	74%	67%
Q2h. People in my workgroup treat each other with respect	37 / 49 / 12	86%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect	49 / 45	94%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23 / 51 / 19	74%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19 / 43 / 22 / 13	62%	65%	64%
Q5d. My manager listens to what I have to say	32 / 42 / 19	74%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	35 / 36 / 17 / 8	71%	72%	64%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

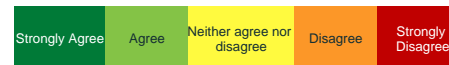**EXPLORE THE FULL SURVEY RESULTS**

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PUBLIC SECTOR VALUES — 64% RESPONSE SCALE

Question	Response breakdown	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5k. My manager treats employees with dignity and respect	42 / 42 / 9	84%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	22 / 28 / 25 / 20	50%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9 / 34 / 20 / 18 / 18	43%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	9 / 36 / 30 / 9 / 16	45%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	11 / 37 / 30 / 13 / 9	47%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8 / 30 / 17 / 28 / 17	38%	44%	44%
Q6h. I feel that senior managers listen to employees	32 / 28 / 22 / 14	36%	40%	39%
Q7a. My organisation provides high quality services	13 / 58 / 14 / 12	71%	78%	80%
Q7b. My organisation strives to match services to customer/client needs	16 / 54 / 13 / 13	70%	77%	80%

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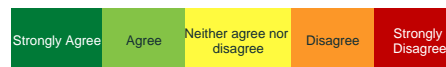
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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 64% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	17 / 42 / 21 / 16	59%	80%	83%
Q7d. My organisation focuses on improving the work we do	17 / 42 / 20 / 17	59%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	37 / 38 / 16	41%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	55 / 24 / 9	62%	68%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 73% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	14	45	14	19	8	59%	60%	59%
Q5d. My manager listens to what I have to say	32	42	19			74%	79%	73%
Q5f. My manager encourages and values employee input	34	39	18			73%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	29	51	12			80%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	35	36	17	8		71%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	18	34	33	9		53%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	18	47	26			66%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	56	21			72%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	64	8			82%	78%	69%

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

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 73% RESPONSE SCALE

			AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	43	47	9	91%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	29	54	9	83%	72%	58%

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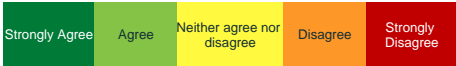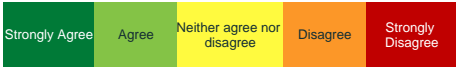
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Some key comparisons are provided.

RECRUITMENT	44% RESPONSE SCALE		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		28 / 26 / 21 / 18	34%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		9 / 33 / 25 / 18 / 14	42%	45%	41%
Q7n. My organisation generally selects capable people to do the job		8 / 47 / 28 / 11	55%	60%	51%

KEY

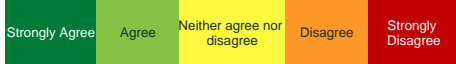| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

ℹ

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 61% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 / 45 / 24	70%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 / 37 / 35	61%	54%	53%
Q7g. There is good co-operation between teams across our organisation	45 / 25 / 20	51%	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

54% RESPONSE SCALE

			AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		27 / 25 / 23 / 19	32%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		17 / 57 / 16	74%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		13 / 43 / 12 / 22 / 10	56%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		10 / 44 / 30 / 8 / 8	55%	63%	59%
Q3e. My performance is assessed against clear criteria		34 / 22 / 26 / 12	40%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		32 / 49	82%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		12 / 29 / 36 / 17	40%	58%	60%
Q3h. I have received appropriate training and development to do my job well		35 / 32 / 22	40%	59%	63%
Q3i. I have a strong desire to advance my career		26 / 40 / 22 / 12	66%	75%	69%

KEY

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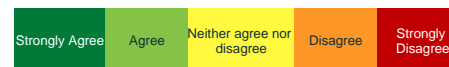
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

54% RESPONSE SCALE

Question	Graph	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	29 / 32 / 19 / 14	34%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16 / 44 / 32	60%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30 / 51 / 12	82%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	17 / 62 / 13	22%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	11 / 51 / 20 / 16	62%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 / 45 / 24	70%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 / 37 / 35	61%	54%	53%
Q7j. My organisation is committed to developing its employees	36 / 32 / 14 / 13	41%	53%	53%

KEY

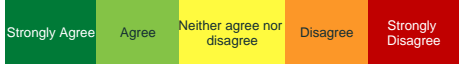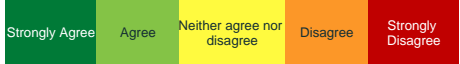| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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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	16 / 44 / 32	60%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 / 45 / 24	70%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 / 37 / 35	61%	54%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PAY & BENEFITS	81% RESPONSE SCALE		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	25 / 57 / 9		82%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	26 / 55 / 13		81%	68%	60%

KEY

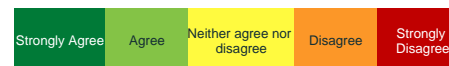| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY GROUPS

68% RESPONSE SCALE

	Response Scale	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21 / 42 / 29	63%	77%	77%
Q8c. Age is not a barrier to success in my organisation	22 / 45 / 18 / 9	67%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	21 / 45 / 29	66%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	25 / 46 / 26	71%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	24 / 47 / 22	71%	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 — 72% RESPONSE SCALE

Question	Response distribution	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	14 / 45 / 14 / 19 / 8	59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	60 / 13 / 17	65%	60%	58%
Q1l. My workload is acceptable	58 / 13 / 17 / 8	62%	56%	55%
Q2e. I receive help and support from other members of my workgroup	40 / 50	90%	84%	80%
Q2f. There is good team spirit in my workgroup	37 / 44 / 9 / 9	81%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	21 / 57 / 20	78%	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.
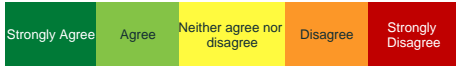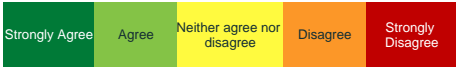
ACTION ABOUT SURVEY RESULTS

43% RESPONSE SCALE

	Response Scale					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	13	30	34	12	11	43%	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	44% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	55 / 24 / 9	62%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	20 / 44 / 20 / 13	23%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9 / 39 / 27 / 15 / 11	48%	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		63%	57%	46%
Better skills in my workgroup		16%	26%	27%
Improved career opportunities		59%	57%	52%
Improved learning and development opportunities		56%	50%	50%
Greater involvement in decision making		40%	39%	33%
Better pay and benefits		35%	52%	58%
Greater recognition for the work I do		29%	41%	45%
Better leadership from senior managers		47%	42%	39%

ℹ

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		24%	26%	27%
Better accountability for performance		24%	24%	25%
A better location		19%	21%	20%
More flexible working conditions		25%	34%	38%
Better work/life balance		40%	42%	46%
Improved facilities		13%	28%	30%
Improved technology and systems		36%	40%	38%
Better job security		40%	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		41%	62%	72%
No		53%	32%	24%
Don't Know		5%	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			19%	18%	25%
No			66%	72%	64%
Don't Know			15%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes			57%	57%	63%
No			43%	41%	35%

ℹ

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		37%	26%	35%
No		55%	67%	58%
Don't Know		8%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		17%	14%	20%
No		78%	81%	75%
Don't Know		5%	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		15%	17%	23%
Your Immediate Manager/Supervisor		31%	30%	26%
A fellow worker at your level		15%	23%	25%
Prefer not to say		38%	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	12 / 68 / 8 / 11	81%	88%
Q2. My organisation listens to its customers and stakeholders	49 / 25 / 12	56%	73%
Q3. My organisation delivers on its promises	40 / 32 / 18	45%	55%
Q4. I have a clear understanding of the vision of my organisation	49 / 22 / 15 / 8	55%	66%
Q5. I am aware how my role contributes to the vision of the organisation	16 / 51 / 14 / 18	67%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	8 / 35 / 31 / 15 / 11	43%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	10 / 38 / 33 / 15	47%	59%
Q8. My job design facilitates flexible working	14 / 54 / 17 / 14	68%	66%
Q9. My team is equipped with the right tools to provide good customer service	47 / 25 / 21	53%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	47 / 31 / 17	51%	50%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
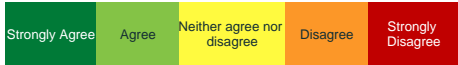
PROFILE OF RESPONDENTS

PERSONAL PROFILES

32

64

7

82

11

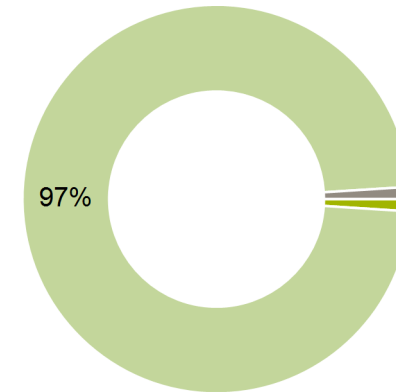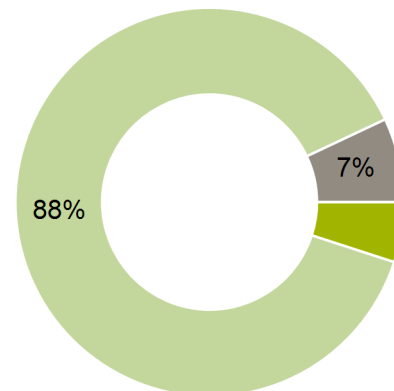|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		32%
Female		64%
Other		4%
Age		
<35		7%
35 - 54		82%
> 54		11%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

92%
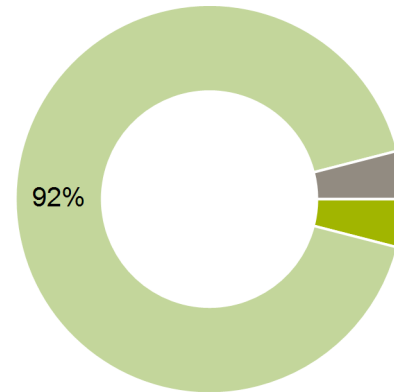
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

97%

DO YOU HAVE A DISABILITY?

88%   7%

7%

DO YOU IDENTIFY AS LGBTI?

91%   7%
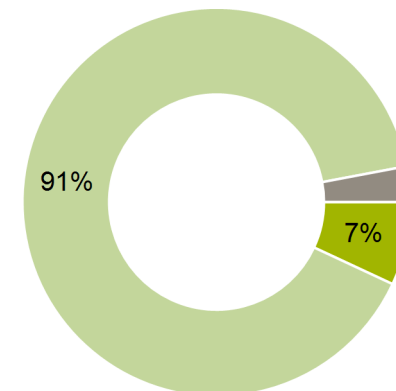
KEY | YES | NO | PREFER NOT TO SAY

PROFILE OF RESPONDENTS

WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		33%
1 - 2 years		7%
2 - 5 years		15%
5 - 10 years		22%
10 - 20 years		21%
More than 20 years		1%

WORK PROFILES

4

13

24

4

17

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		6%
Other service delivery work		4%
Administrative support		13%
Corporate services		13%
Policy		24%
Program and project management support		21%
Legal (including developing and/or reviewing legislation)		4%
Other		17%

WORK PROFILES

SALARY
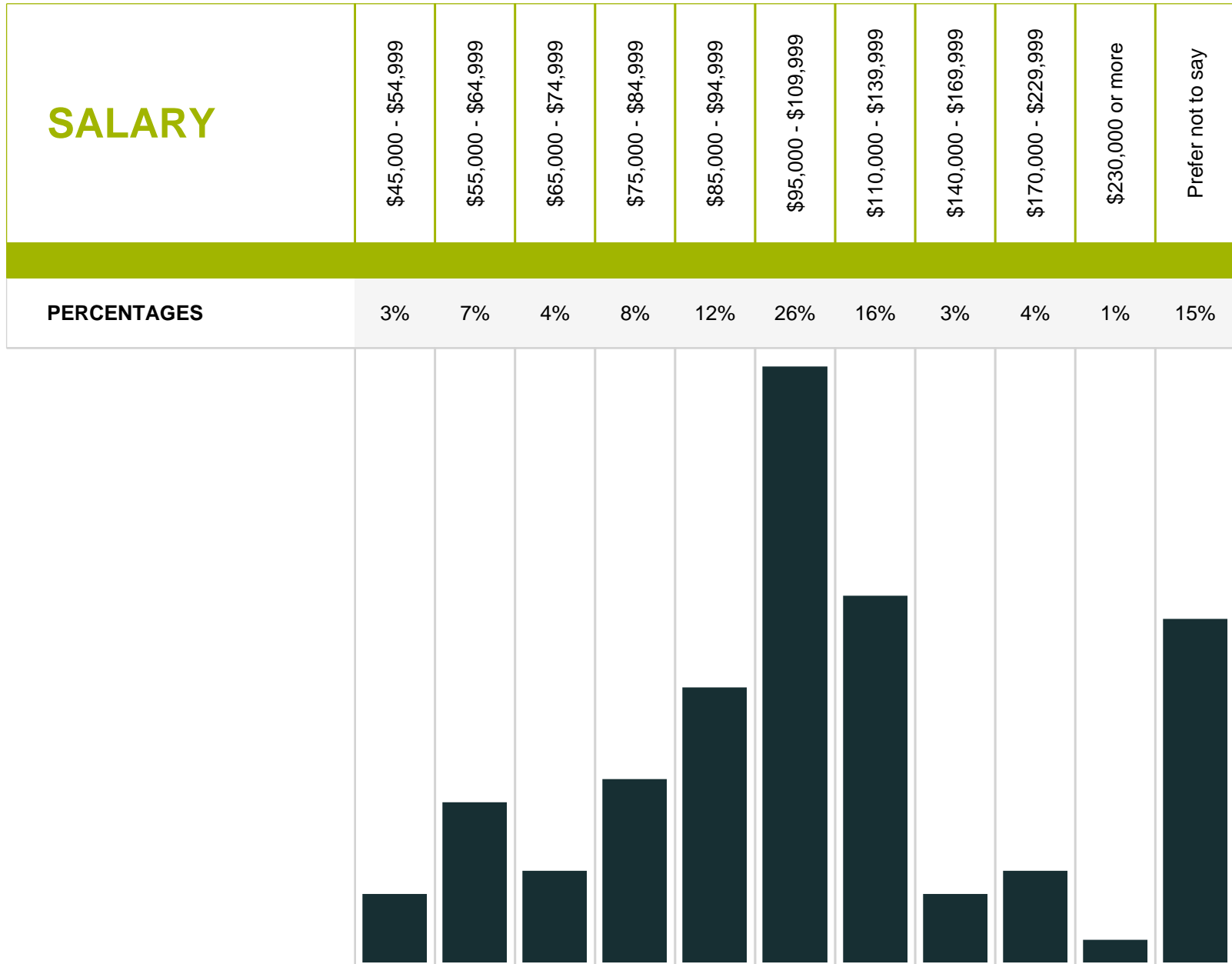
	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	3%	7%	4%	8%	12%	26%	16%	3%	4%	1%	15%

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.

	Office of Local Government	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
NUMBER OF RESPONDENTS	78	4	3	9	9	17	0	15	3	12
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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

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.

	Office of Local Government	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
NUMBER OF RESPONDENTS	78	0	0	2	5	3	6	9	19	12	2	3	1	11
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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

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.

	Office of Local Government	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	78	24	5	11	16	15	1
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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

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.

	Office of Local Government	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	78	0	1	1	3	12	17	13	18	6	2	0
ENGAGEMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	40%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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

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.

	Office of Local Government	Male	Female	Other
NUMBER OF RESPONDENTS	78	23	47	3
ENGAGEMENT	56%	(r)	56%	(r)
SENIOR MANAGERS	40%	(r)	38%	(r)
COMMUNICATION	61%	(r)	61%	(r)
HIGH PERFORMANCE	66%	(r)	62%	(r)
PUBLIC SECTOR VALUES	64%	(r)	61%	(r)
DIVERSITY & INCLUSION	73%	(r)	71%	(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

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.
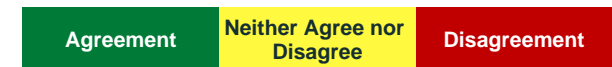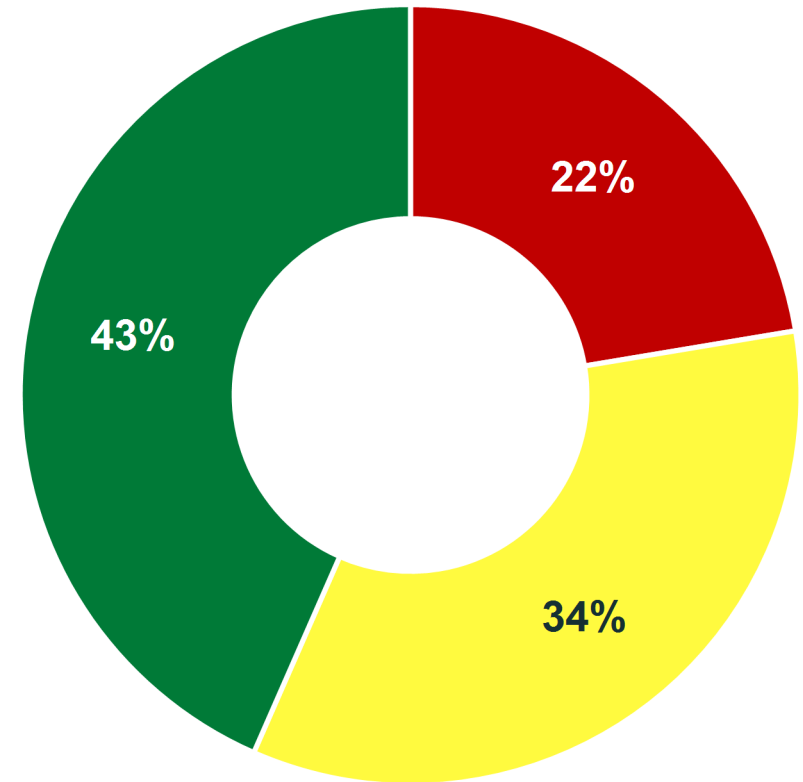
43%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER

22%

34%

43%

| Agreement | Neither Agree nor Disagree | Disagreement |

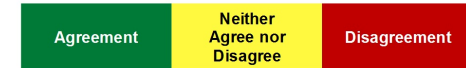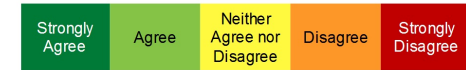# GUIDE TO THIS REPORT

ℹ ANONYMITY RULES

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

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

ℹ HOW TO READ THIS REPORT

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

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

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

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

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

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

ℹ ROUNDING

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

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

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