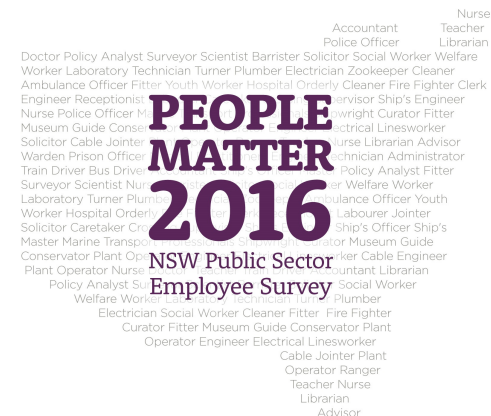


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

Sydney Living Museums

## CONTENTS OF REPORT

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## RESPONSE RATE

# 84%

204 RESPONSES  
OUT OF 243 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  
%

2i.	People in my workgroup treat customers/clients with respect	<b>97%</b>
1h.	I look for ways to perform my job more effectively	<b>96%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>93%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>93%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>91%</b>
2d.	People in my workgroup have the appropriate skills to do the job well	<b>90%</b>
7a.	My organisation provides high quality services	<b>90%</b>
8f.	Gender is not a barrier to success in my organisation	<b>88%</b>
1a.	I understand what is expected of me to do well in my role	<b>88%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>88%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15.	I believe action will be taken on the results from this survey by my organisation	<b>33%</b>
3j.	I am satisfied with the opportunities available for career development in my organisation	<b>33%</b>
6h.	I feel that senior managers listen to employees	<b>34%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>36%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>38%</b>
7f.	I feel that change is handled well in my organisation	<b>38%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>41%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>41%</b>
7g.	There is good co-operation between teams across our organisation	<b>43%</b>
7j.	My organisation is committed to developing its employees	<b>45%</b>



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



## EXPLORE THE FULL SURVEY RESULTS

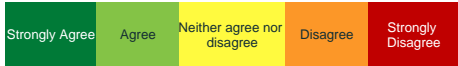
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Some key comparisons are provided.

ENGAGEMENT	74% RESPONSE SCALE				AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	30	37	22		66%	72%	66%	60%
Q7p. I am proud to tell others I work for my organisation	43	41	10		84%	89%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	42	36	15		78%	83%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	29	38	19	9	67%	68%	58%	55%
Q7s. My organisation inspires me to do the best in my job	34	34	21	8	68%	69%	57%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

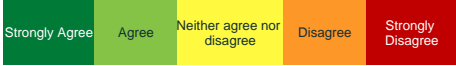
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>81%</b> RESPONSE SCALE</span>	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		96%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	77%	76%
Q1j. I am satisfied with my job at the present time		68%	64%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

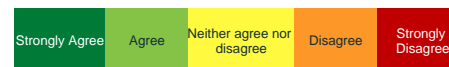
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SENIOR MANAGERS	45% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	33	25	13	14	49%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14	27	28	17	13	41%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	15	31	32	10	12	46%	47%	48%
Q6d. Senior managers encourage innovation by employees	12	34	30	14	10	45%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	44	26	10		58%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	19	41	27	7		60%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	25	23	22	20	36%	44%	44%
Q6h. I feel that senior managers listen to employees	8	27	30	20	16	34%	40%	39%
Q7f. I feel that change is handled well in my organisation	12	25	23	25	13	38%	32%	41%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

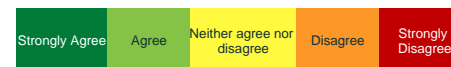
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COMMUNICATION	59% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me		69%	73%	69%
Q5f. My manager encourages and values employee input		72%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work		66%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		36%	44%	44%
Q6h. I feel that senior managers listen to employees		34%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	78%	69%

### KEY







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Some key comparisons are provided.

	HIGH PERFORMANCE				72% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	51				88%	87%	90%
Q1b. I have the tools I need to do my job effectively	17	54	11	15		70%	66%	70%
Q1c. I get the information I need to do my job well	16	48	17	13		64%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	43	44	8			88%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	43	15	11		67%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	37	48	9			85%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	47	35	11			82%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	41	49				90%	80%	76%
Q3h. I have received appropriate training and development to do my job well	15	43	21	15		58%	59%	63%

KEY





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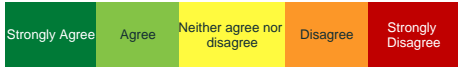
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Some key comparisons are provided.

HIGH PERFORMANCE	72% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		77%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		64%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		71%	71%	65%
Q5j. I have confidence in the decisions my line manager makes		72%	74%	67%
Q6d. Senior managers encourage innovation by employees		45%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		58%	52%	52%
Q7d. My organisation focuses on improving the work we do		81%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		60%	54%	62%
Q7g. There is good co-operation between teams across our organisation		43%	43%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

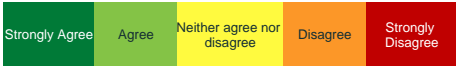
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Some key comparisons are provided.

	HIGH PERFORMANCE				72% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	13	59	21		72%	60%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	25	47	18		73%	71%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	43			93%	90%	85%	

KEY





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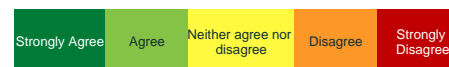
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
	Strongly Agree	Agree			
Q2a. My workgroup strives to achieve customer/client satisfaction	60	33	93%	87%	85%
Q2b. People in my workgroup use time and resources efficiently	37	48	85%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	42	41	82%	74%	67%
Q2h. People in my workgroup treat each other with respect	48	37	85%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect	59	37	97%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	35	42	77%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	42	64%	65%	64%
Q5d. My manager listens to what I have to say	40	40	79%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	32	39	72%	72%	64%

### KEY





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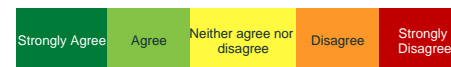
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5k. My manager treats employees with dignity and respect		80%	82%	76%
Q5l. My manager talks to me about how the values apply to my work		60%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		49%	46%	47%
Q6c. I feel that senior managers model the values of my organisation		46%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		60%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		36%	44%	44%
Q6h. I feel that senior managers listen to employees		34%	40%	39%
Q7a. My organisation provides high quality services		90%	78%	80%
Q7b. My organisation strives to match services to customer/client needs		85%	77%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

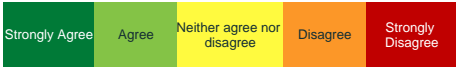
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		91%	80%	83%
Q7d. My organisation focuses on improving the work we do		81%	73%	76%
Q7h. People in my organisation take responsibility for their own actions		46%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		55%	68%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

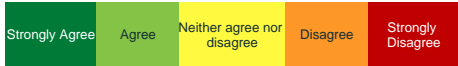
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	60%	59%
Q5d. My manager listens to what I have to say		79%	79%	73%
Q5f. My manager encourages and values employee input		72%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		70%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		72%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		57%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		82%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		73%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	78%	69%

KEY





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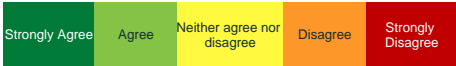
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## DIVERSITY & INCLUSION

**73%** RESPONSE SCALE

					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes					93%	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>					70%	72%	58%

**KEY**







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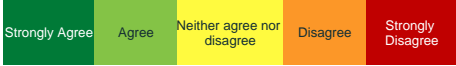
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Some key comparisons are provided.

RECRUITMENT	57% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	37	23	25		45%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	11	43	34	9		54%	45%	41%
Q7n. My organisation generally selects capable people to do the job	13	59	21			72%	60%	51%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

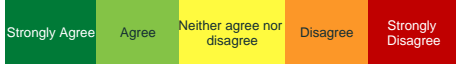
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	52%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	35	27	8	61%	63%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	31	37		53%	54%	53%	
Q7g. There is good co-operation between teams across our organisation	13	30	26	20	11	43%	43%	48%

### KEY





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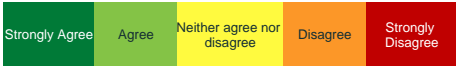
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		52%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		71%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		53%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		57%	63%	59%
Q3e. My performance is assessed against clear criteria		48%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		69%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		50%	58%	60%
Q3h. I have received appropriate training and development to do my job well		58%	59%	63%
Q3i. I have a strong desire to advance my career		79%	75%	69%

KEY





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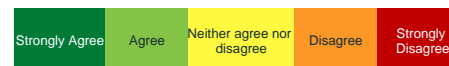
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PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	9 25 30 20 18	33%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17 37 33 11	54%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	34 44 10 8	78%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	15 26 38 13 8	41%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21 35 25 14	56%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26 35 27 8	61%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22 31 37	53%	54%	53%
Q7j. My organisation is committed to developing its employees	14 31 30 19	45%	53%	53%

### KEY





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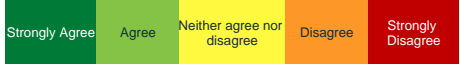
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Some key comparisons are provided.

MOBILITY	56% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	37	33	11	54%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	35	27	8	61%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	31	37		53%	54%	53%

KEY





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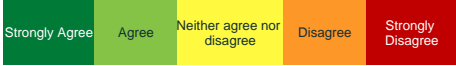
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Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;">62% RESPONSE SCALE</span>	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>11</span> <span>50</span> <span>15</span> <span>16</span> </div>	62%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <span>10</span> <span>52</span> <span>24</span> <span>11</span> </div>	62%	68%	60%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

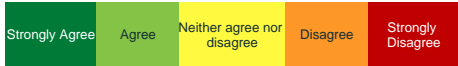
This section shows results for all the survey questions grouped by key themes.

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.

DIVERSITY GROUPS	80% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	33	50	14		84%	77%	77%
Q8c. Age is not a barrier to success in my organisation	27	43	21	7	71%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	25	45	26		70%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	39	46	14		86%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	34	54	10		88%	74%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

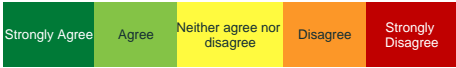
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		67%	60%	58%
Q1l. My workload is acceptable		63%	56%	55%
Q2e. I receive help and support from other members of my workgroup		87%	84%	80%
Q2f. There is good team spirit in my workgroup		80%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		63%	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

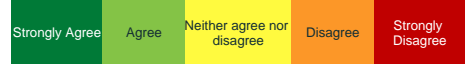
**33%** RESPONSE SCALE

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



AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
33%	34%	32%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

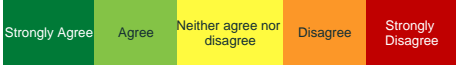
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	49% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		55%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		38%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		54%	49%	49%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13.</b> 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		26%	26%	27%
Improved career opportunities		67%	57%	52%
Improved learning and development opportunities		67%	50%	50%
Greater involvement in decision making		43%	39%	33%
Better pay and benefits		63%	52%	58%
Greater recognition for the work I do		49%	41%	45%
Better leadership from senior managers		43%	42%	39%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		26%	26%	27%
Better accountability for performance		17%	24%	25%
A better location		13%	21%	20%
More flexible working conditions		31%	34%	38%
Better work/life balance		39%	42%	46%
Improved facilities		22%	28%	30%
Improved technology and systems		37%	40%	38%
Better job security		49%	52%	43%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		53%	62%	72%
No		40%	32%	24%
Don't Know		6%	6%	4%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		10%	18%	25%
No		77%	72%	64%
Don't Know		13%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		38%	57%	63%
No		63%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		25%	26%	35%
No		66%	67%	58%
Don't Know		9%	7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		12%	14%	20%
No		84%	81%	75%
Don't Know		4%	5%	5%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		23%	17%	23%
Your Immediate Manager/Supervisor		27%	30%	26%
A fellow worker at your level		32%	23%	25%
A subordinate		9%	8%	8%
Other		5%	6%	4%
Prefer not to say		5%	13%	13%





## EXPLORE THE FULL SURVEY RESULTS

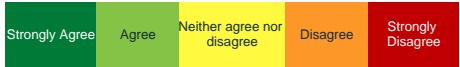
This section shows results for all the survey questions grouped by key themes.

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	32	60				92%	88%
Q2. My organisation listens to its customers and stakeholders	20	61	15			81%	73%
Q3. My organisation delivers on its promises	15	48	34			63%	55%
Q4. I have a clear understanding of the vision of my organisation	21	50	17	8		71%	66%
Q5. I am aware how my role contributes to the vision of the organisation	26	47	19			73%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	15	41	37			56%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	12	41	28	16		52%	59%
Q8. My job design facilitates flexible working	15	45	26	9		60%	66%
Q9. My team is equipped with the right tools to provide good customer service	19	47	18	12		66%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	8	36	32	18		45%	50%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

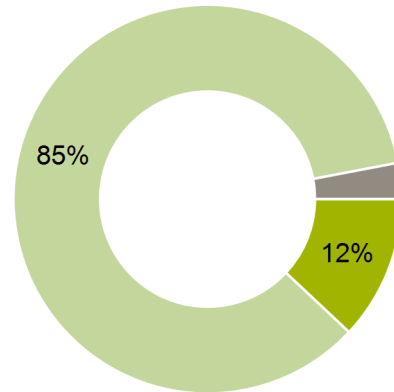
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		28%
Female		72%
Other		1%
<b>Age</b>		
<35		30%
35 - 54		52%
> 54		18%

# PROFILE OF RESPONDENTS

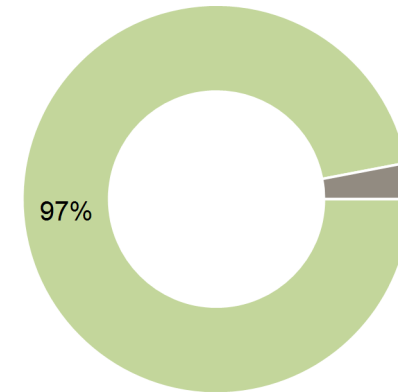


## PERSONAL PROFILES

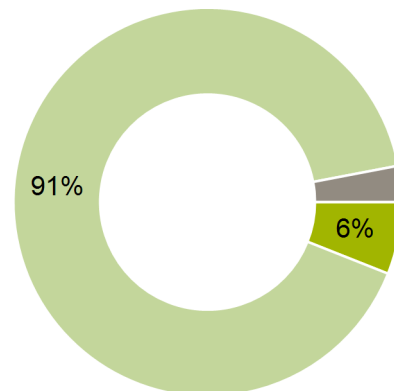
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



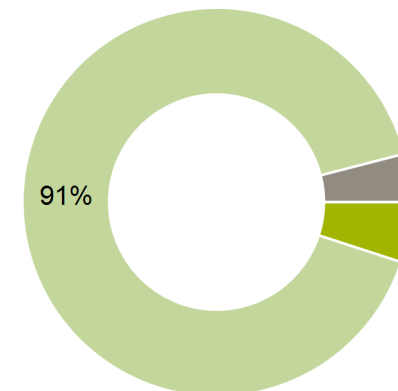
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		22%
1 - 2 years		12%
2 - 5 years		31%
5 - 10 years		18%
10 - 20 years		14%
More than 20 years		4%

# PROFILE OF RESPONDENTS



## WORK PROFILES

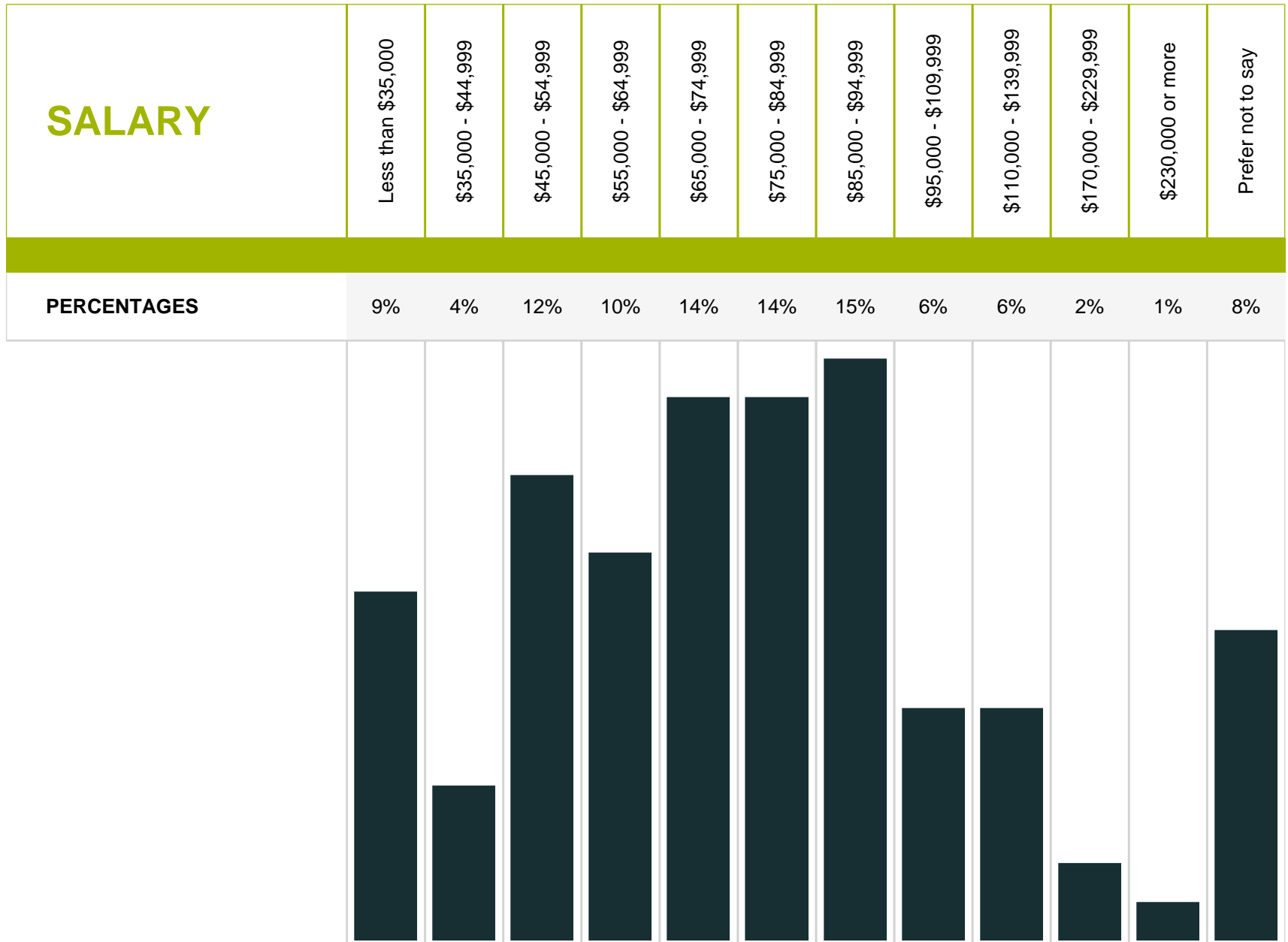
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		44%
Other service delivery work		12%
Administrative support		7%
Corporate services		9%
Policy		1%
Research		3%
Program and project management support		13%
Other		12%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULTS BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Sydney Living Museums	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	204	83	22	14	18	1	6	24	0	22
<b>ENGAGEMENT</b>	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	45%	38%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	59%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Sydney Living Museums	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	204	17	7	23	18	26	27	28	12	12	0	3	1	15
<b>ENGAGEMENT</b>	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	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



# RESULTS BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Sydney Living Museums	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	204	41	23	58	34	26	8
<b>ENGAGEMENT</b>	74%	82%	(r)	68%	72%	(r)	(r)
<b>SENIOR MANAGERS</b>	45%	62%	(r)	36%	35%	(r)	(r)
<b>COMMUNICATION</b>	59%	75%	(r)	51%	56%	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	77%	(r)	65%	69%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	80%	(r)	64%	67%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	82%	(r)	65%	72%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Sydney Living Museums	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	204	0	7	21	28	25	31	23	19	23	8	3
<b>ENGAGEMENT</b>	74%	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	45%	(r)	(r)	(r)	(r)	(r)	45%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	59%	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Sydney Living Museums	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	204	52	135	1
<b>ENGAGEMENT</b>	74%	77%	73%	(r)
<b>SENIOR MANAGERS</b>	45%	51%	43%	(r)
<b>COMMUNICATION</b>	59%	65%	57%	(r)
<b>HIGH PERFORMANCE</b>	72%	75%	70%	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	74%	69%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	77%	72%	(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.

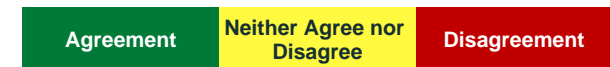
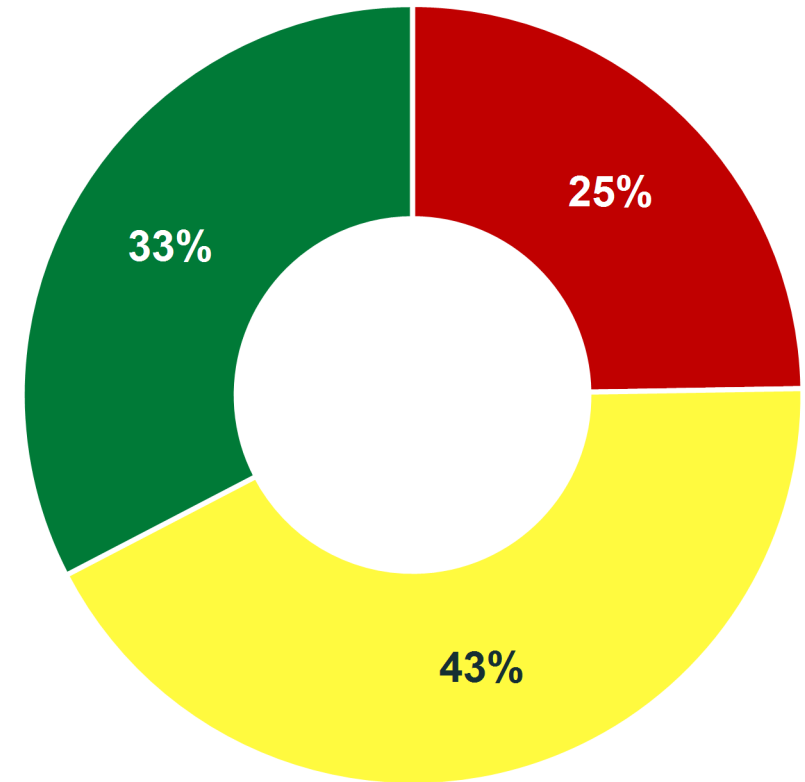
# 33%

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

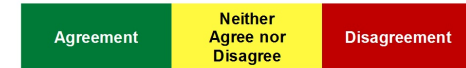
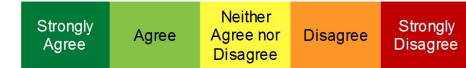
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%