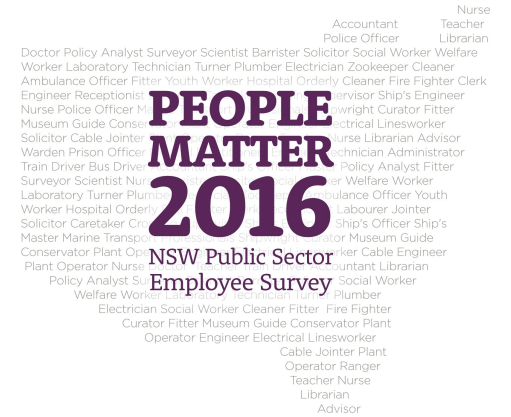


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

Taronga Conservation Society Australia

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RESPONSE RATE

73%

405 RESPONSES
OUT OF 555 EMPLOYEES

ENGAGEMENT INDEX

76%

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%
1a.	I understand what is expected of me to do well in my role	93%
2a.	My workgroup strives to achieve customer/client satisfaction	92%
7c.	My organisation strives to earn and sustain a high level of public trust	91%
1d.	I feel I make a contribution to achieving the organisation's objectives	91%
2i.	People in my workgroup treat customers/clients with respect	91%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	90%
7b.	My organisation strives to match services to customer/client needs	88%
8e.	Sexual orientation is not a barrier to success in my organisation	88%
7a.	My organisation provides high quality services	87%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	29%
3k.	I would like to work in another agency within the NSW Public Sector during my career	30%
15.	I believe action will be taken on the results from this survey by my organisation	33%
9b.	I have confidence in the ways my organisation resolves grievances	42%
6h.	I feel that senior managers listen to employees	42%
3j.	I am satisfied with the opportunities available for career development in my organisation	43%
7m.	Recruitment and promotion decisions in this organisation are generally fair	45%
5n.	My manager appropriately deals with employees who perform poorly	46%
7h.	People in my organisation take responsibility for their own actions	47%
5q.	My manager would help me to broaden my experience by supporting my movement to another organisation	48%



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

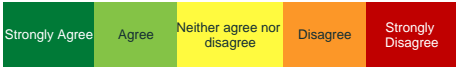
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Some key comparisons are provided.

ENGAGEMENT	76% RESPONSE SCALE		AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR	
Q7o. I would recommend my organisation as a great place to work	27	51	13	78%	79%	66%	60%
Q7p. I am proud to tell others I work for my organisation	46	40	10	86%	91%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	45	36	15	81%	83%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	29	43	21	71%	71%	58%	55%
Q7s. My organisation inspires me to do the best in my job	31	42	19	73%	71%	57%	55%

KEY





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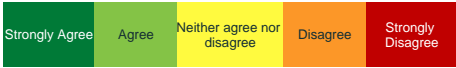
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Some key comparisons are provided.

ENGAGEMENT WITH WORK	83% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		83%	75%	76%
Q1h. I look for ways to perform my job more effectively		97%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		81%	77%	76%
Q1j. I am satisfied with my job at the present time		72%	64%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

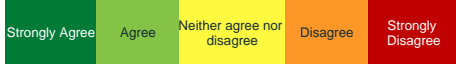
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Some key comparisons are provided.

SENIOR MANAGERS	57% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18 46 18 12	64%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14 37 25 17	50%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	17 41 21 13 8	57%	47%	48%
Q6d. Senior managers encourage innovation by employees	15 44 22 16	58%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14 46 25 10	60%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	29 51 11	81%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 42 22 14 9	54%	44%	44%
Q6h. I feel that senior managers listen to employees	8 34 28 19 11	42%	40%	39%
Q7f. I feel that change is handled well in my organisation	12 37 28 19	49%	32%	41%

KEY





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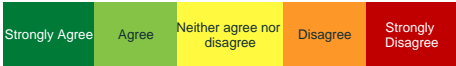
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Some key comparisons are provided.

COMMUNICATION	62% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me		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		64%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		54%	44%	44%
Q6h. I feel that senior managers listen to employees		42%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		72%	78%	69%

KEY





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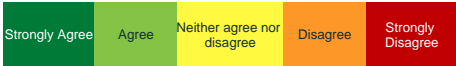
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Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role		93%	87%	90%
Q1b. I have the tools I need to do my job effectively		70%	66%	70%
Q1c. I get the information I need to do my job well		73%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		91%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things		77%	74%	69%
Q2b. People in my workgroup use time and resources efficiently		67%	72%	70%
Q2c. My team works collaboratively to achieve its objectives		80%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		81%	80%	76%
Q3h. I have received appropriate training and development to do my job well		60%	59%	63%

KEY





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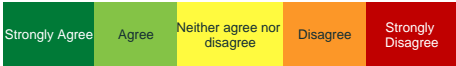
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Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		75%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		70%	71%	65%
Q5j. I have confidence in the decisions my line manager makes		70%	74%	67%
Q6d. Senior managers encourage innovation by employees		58%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		60%	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		74%	54%	62%
Q7g. There is good co-operation between teams across our organisation		56%	43%	48%

KEY





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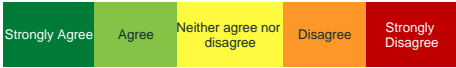
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	HIGH PERFORMANCE					73% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	54	18	12	7	63%	60%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	55	18			76%	71%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	51	8			90%	90%	85%	

KEY





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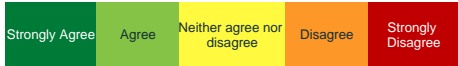
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		92%	87%	85%
Q2b. People in my workgroup use time and resources efficiently		67%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		63%	74%	67%
Q2h. People in my workgroup treat each other with respect		75%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		91%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		75%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	65%	64%
Q5d. My manager listens to what I have to say		74%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		65%	72%	64%

KEY





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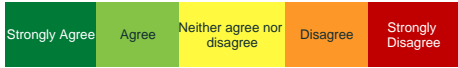
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% 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		64%	46%	47%
Q6c. I feel that senior managers model the values of my organisation		57%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		81%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		54%	44%	44%
Q6h. I feel that senior managers listen to employees		42%	40%	39%
Q7a. My organisation provides high quality services		87%	78%	80%
Q7b. My organisation strives to match services to customer/client needs		88%	77%	80%

KEY





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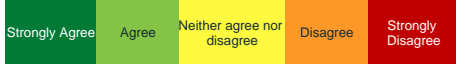
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% 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		47%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		62%	68%	63%

KEY





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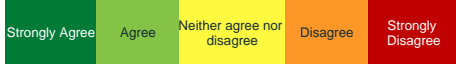
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Some key comparisons are provided.

DIVERSITY & INCLUSION	71% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	46	21	13	62%	60%	59%
Q5d. My manager listens to what I have to say	29	46	12	10	74%	79%	73%
Q5f. My manager encourages and values employee input	27	45	12	11	72%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	25	45	16	10	70%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	42	20	10	65%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	22	40	27	11	63%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	32	51	10	7	83%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	55	18	7	76%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	20	52	14	11	72%	78%	69%

KEY





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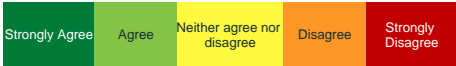
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DIVERSITY & INCLUSION

71% RESPONSE SCALE

						AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes						90%	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>						53%	72%	58%

KEY





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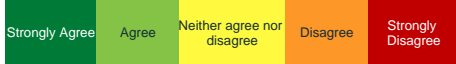
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Some key comparisons are provided.

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	24	23	31	18		29%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	36	31	13	11	45%	45%	41%
Q7n. My organisation generally selects capable people to do the job	9	54	18	12	7	63%	60%	51%

KEY





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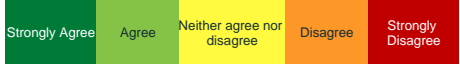
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	38	28	10	57%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	33	37	9	48%	54%	53%
Q7g. There is good co-operation between teams across our organisation	13	43	24	15	56%	43%	48%

KEY





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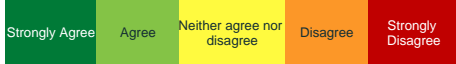
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		57%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		68%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		55%	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		51%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		74%	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		60%	59%	63%
Q3i. I have a strong desire to advance my career		80%	75%	69%

KEY





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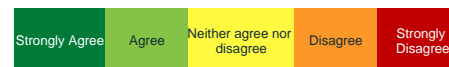
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PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		43%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		30%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		67%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		46%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		59%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		57%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		48%	54%	53%
Q7j. My organisation is committed to developing its employees		50%	53%	53%

KEY





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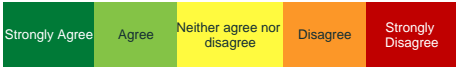
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Some key comparisons are provided.

MOBILITY	45% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10	20	38	23	10	30%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	38	28	10		57%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	14	33	37	9		48%	54%	53%

KEY





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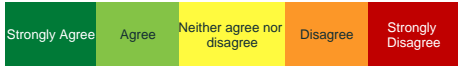
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Some key comparisons are provided.

PAY & BENEFITS 54% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	55%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	53%	68%	60%

KEY





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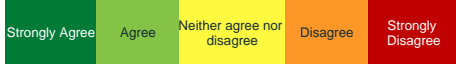
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Some key comparisons are provided.

DIVERSITY GROUPS	79% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		85%	77%	77%
Q8c. Age is not a barrier to success in my organisation		72%	67%	71%
Q8d. Disability is not a barrier to success in my organisation		66%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		88%	75%	76%
Q8f. Gender is not a barrier to success in my organisation		83%	74%	74%

KEY





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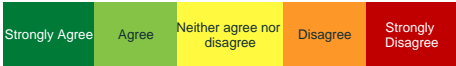
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	65% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		62%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		60%	60%	58%
Q1l. My workload is acceptable		59%	56%	55%
Q2e. I receive help and support from other members of my workgroup		85%	84%	80%
Q2f. There is good team spirit in my workgroup		68%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		55%	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.

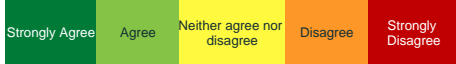
ACTION ABOUT SURVEY RESULTS

33% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

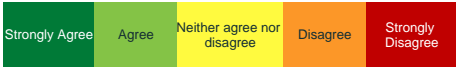
This section shows results for all the survey questions grouped by key themes.

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	51% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		62%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		42%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		50%	49%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		49%	57%	46%
Better skills in my workgroup		29%	26%	27%
Improved career opportunities		63%	57%	52%
Improved learning and development opportunities		57%	50%	50%
Greater involvement in decision making		38%	39%	33%
Better pay and benefits		67%	52%	58%
Greater recognition for the work I do		45%	41%	45%
Better leadership from senior managers		32%	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		29%	26%	27%
Better accountability for performance		25%	24%	25%
A better location		13%	21%	20%
More flexible working conditions		42%	34%	38%
Better work/life balance		43%	42%	46%
Improved facilities		32%	28%	30%
Improved technology and systems		34%	40%	38%
Better job security		45%	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		66%	62%	72%
No		29%	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		25%	18%	25%
No		64%	72%	64%
Don't Know		12%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		60%	57%	63%
No		40%	41%	35%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		34%	26%	35%
No		60%	67%	58%
Don't Know		6%	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		16%	17%	23%
Your Immediate Manager/Supervisor		30%	30%	26%
A fellow worker at your level		32%	23%	25%
A subordinate		6%	8%	8%
A client or customer		2%	1%	2%
Other		2%	6%	4%
Prefer not to say		13%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

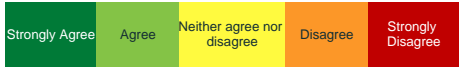
This section shows results for all the survey questions grouped by key themes.

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	24	66				91%	88%
Q2. My organisation listens to its customers and stakeholders	23	61	12			84%	73%
Q3. My organisation delivers on its promises	12	53	27	7		65%	55%
Q4. I have a clear understanding of the vision of my organisation	35	55	8			90%	66%
Q5. I am aware how my role contributes to the vision of the organisation	31	55	10			86%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	21	54	20			75%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	33	51	12			84%	59%
Q8. My job design facilitates flexible working	11	41	26	17		52%	66%
Q9. My team is equipped with the right tools to provide good customer service	15	55	17	10		70%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	12	39	32	11		51%	50%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

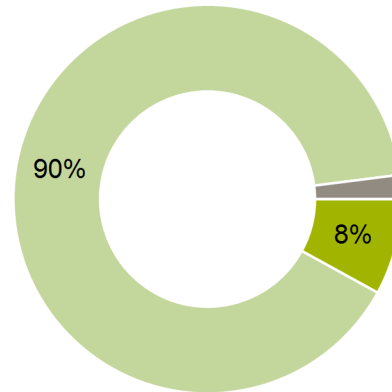
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		34%
Female		65%
Other		1%
Age		
<35		42%
35 - 54		50%
> 54		8%

PROFILE OF RESPONDENTS

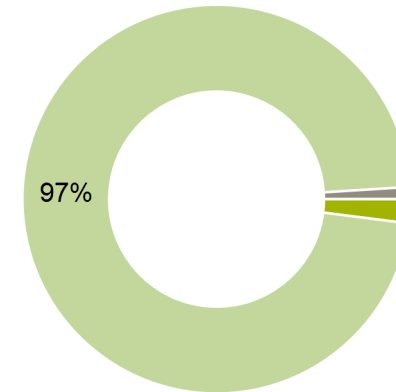


PERSONAL PROFILES

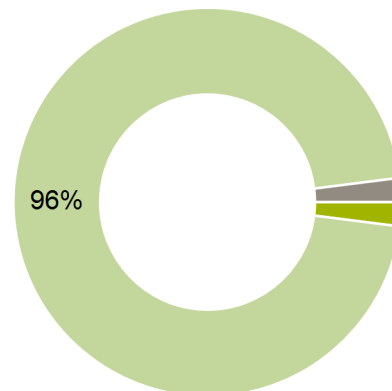
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



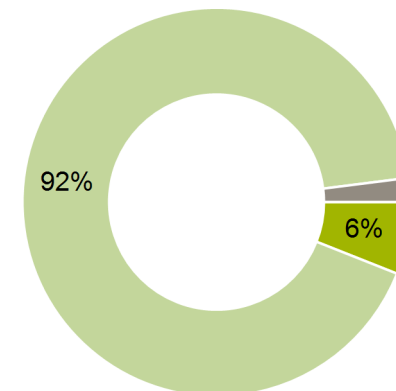
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		14%
1 - 2 years		8%
2 - 5 years		24%
5 - 10 years		23%
10 - 20 years		22%
More than 20 years		9%

PROFILE OF RESPONDENTS



WORK PROFILES

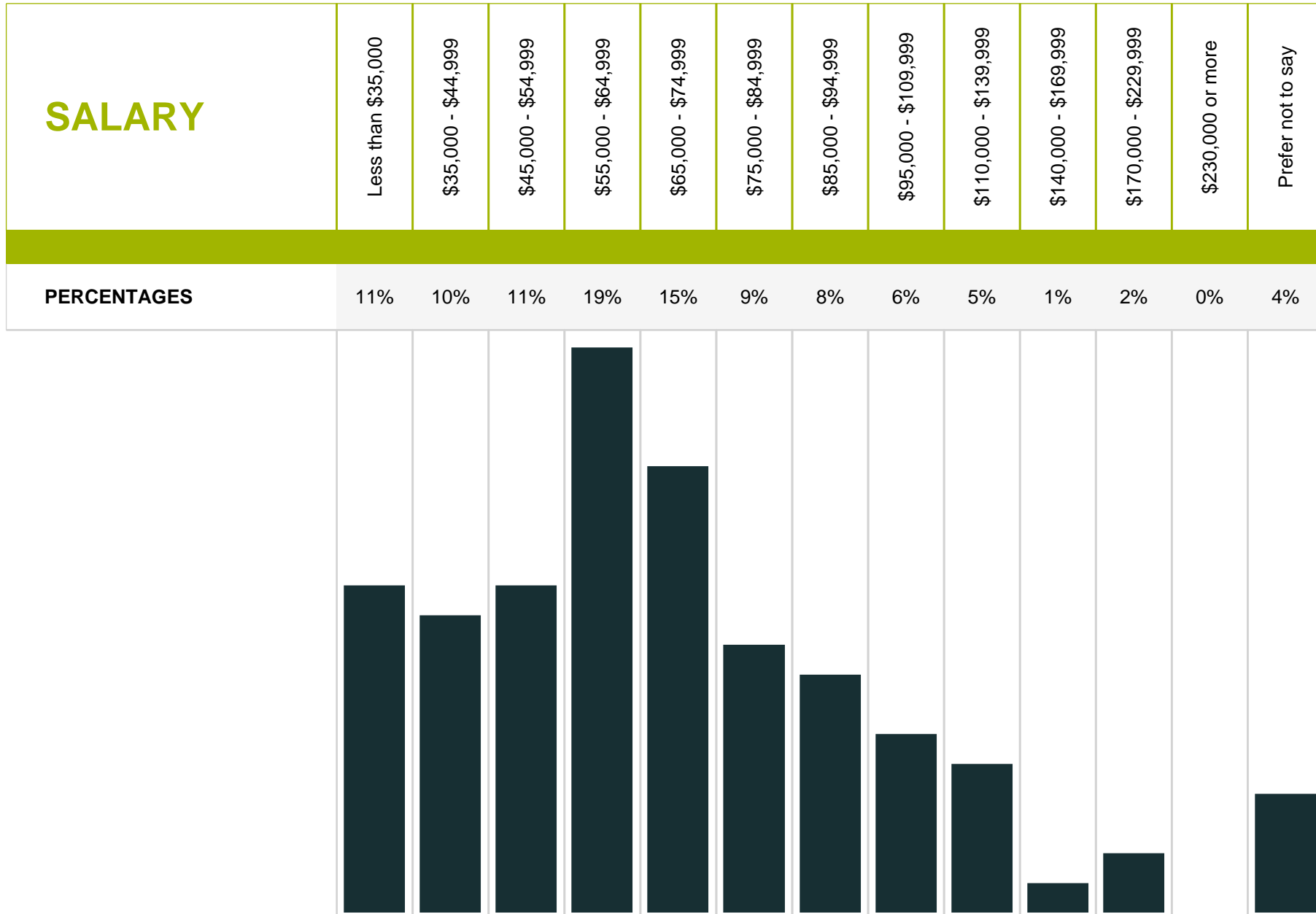
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		37%
Other service delivery work		13%
Administrative support		6%
Corporate services		11%
Research		3%
Program and project management support		6%
Other		24%

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.

	Taronga Conservation Society Australia	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	405	137	47	22	42	0	12	22	0	87
ENGAGEMENT	76%	75%	75%	(r)	73%	(r)	(r)	(r)	(r)	78%
SENIOR MANAGERS	57%	53%	60%	(r)	56%	(r)	(r)	(r)	(r)	59%
COMMUNICATION	62%	55%	70%	(r)	59%	(r)	(r)	(r)	(r)	67%
HIGH PERFORMANCE	73%	69%	74%	(r)	70%	(r)	(r)	(r)	(r)	78%
PUBLIC SECTOR VALUES	71%	67%	71%	(r)	69%	(r)	(r)	(r)	(r)	75%
DIVERSITY & INCLUSION	71%	66%	76%	(r)	67%	(r)	(r)	(r)	(r)	75%

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.

	Taronga Conservation Society Australia	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	405	41	37	40	69	55	35	28	23	18	3	6	1	16
ENGAGEMENT	76%	79%	80%	77%	73%	75%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	59%	58%	59%	49%	54%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	61%	60%	67%	61%	59%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	74%	73%	77%	70%	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	71%	74%	74%	66%	68%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	72%	69%	78%	69%	69%	68%	(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.

	Taronga Conservation Society Australia	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	405	50	30	86	84	81	34
ENGAGEMENT	76%	88%	76%	76%	74%	74%	70%
SENIOR MANAGERS	57%	78%	55%	55%	55%	55%	47%
COMMUNICATION	62%	84%	58%	63%	59%	59%	57%
HIGH PERFORMANCE	73%	86%	72%	72%	70%	72%	70%
PUBLIC SECTOR VALUES	71%	87%	70%	70%	69%	68%	67%
DIVERSITY & INCLUSION	71%	87%	68%	70%	68%	69%	69%

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.

	Taronga Conservation Society Australia	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	405	8	27	52	69	67	50	31	37	19	7	5
ENGAGEMENT	76%	(r)	(r)	83%	81%	68%	75%	69%	80%	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	64%	62%	52%	59%	59%	60%	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	67%	72%	57%	61%	63%	65%	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	78%	78%	69%	72%	69%	73%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	78%	75%	67%	69%	66%	74%	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	75%	78%	66%	70%	67%	74%	(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.

	Taronga Conservation Society Australia	Male	Female	Other
NUMBER OF RESPONDENTS	405	127	241	3
ENGAGEMENT	76%	74%	78%	(r)
SENIOR MANAGERS	57%	53%	60%	(r)
COMMUNICATION	62%	62%	64%	(r)
HIGH PERFORMANCE	73%	72%	74%	(r)
PUBLIC SECTOR VALUES	71%	69%	73%	(r)
DIVERSITY & INCLUSION	71%	71%	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.

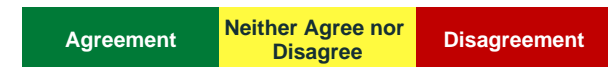
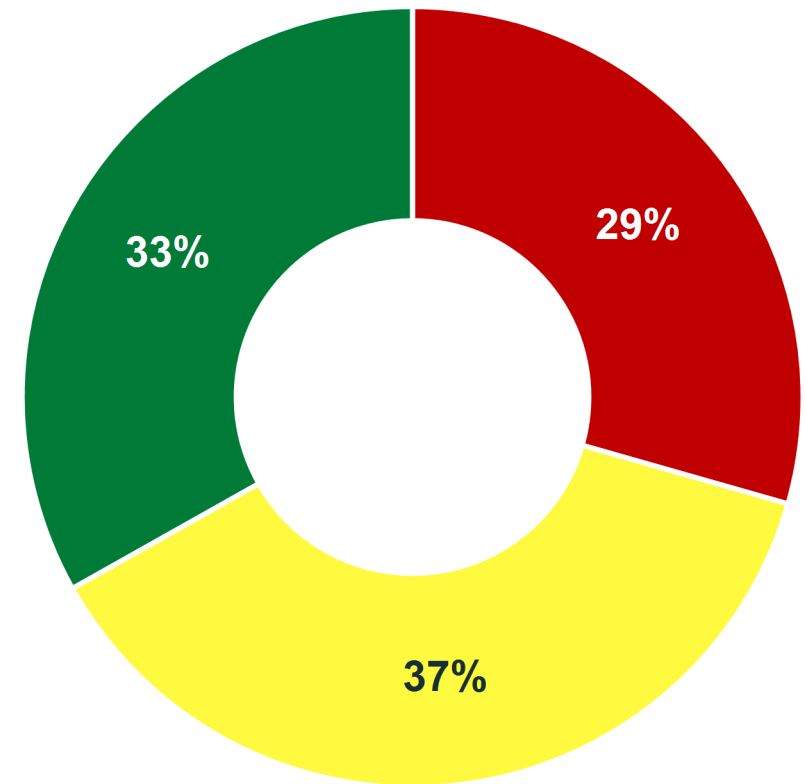
33%

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

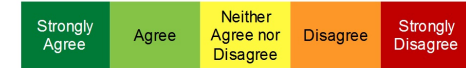
i ANONYMITY RULES

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

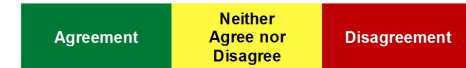
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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.



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%