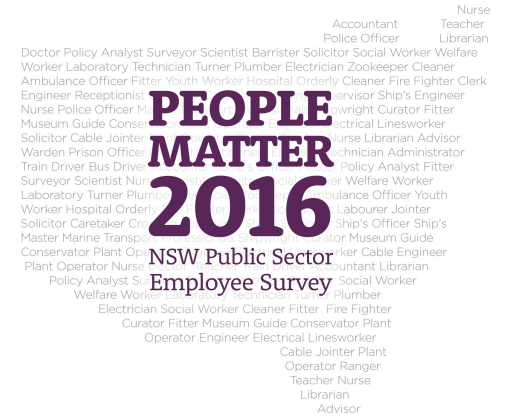


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

Western Sydney Parklands & Parramatta Park Trust

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

RESPONSE RATE

69%

18 RESPONSES
OUT OF 26 EMPLOYEES

ENGAGEMENT INDEX

68%

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	94%
8e. Sexual orientation is not a barrier to success in my organisation	94%
8f. Gender is not a barrier to success in my organisation	94%
2a. My workgroup strives to achieve customer/client satisfaction	89%
5d. My manager listens to what I have to say	89%
7c. My organisation strives to earn and sustain a high level of public trust	89%
7d. My organisation focuses on improving the work we do	89%
8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	89%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	89%
1b. I have the tools I need to do my job effectively	83%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

5n. My manager appropriately deals with employees who perform poorly	28%
3j. I am satisfied with the opportunities available for career development in my organisation	33%
1k. I am able to keep my work stress at an acceptable level	44%
2b. People in my workgroup use time and resources efficiently	44%
3e. Myperformance is assessed against clear criteria	44%
5p. My manager would help me to broaden my experience by supporting my movement to another role	44%
5q. My manager would help me to broaden my experience by supporting my movement to another organisation	44%
1l. My workload is acceptable	50%
2f. There is good team spirit in my workgroup	50%
3g. I am able to access the right learning and development opportunities as required	50%



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

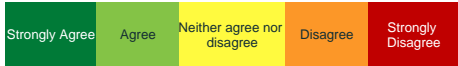
This section shows results for all the survey questions grouped by key themes.

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	68% RESPONSE SCALE				AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	28	44	11	11	72%	89%	66%	60%
Q7p. I am proud to tell others I work for my organisation	28	44	17		72%	83%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	22	50	22		72%	83%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	17	39	33		56%	78%	58%	55%
Q7s. My organisation inspires me to do the best in my job	17	50	22		67%	83%	57%	55%

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.

ENGAGEMENT WITH WORK	74% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		72%	75%	76%
Q1h. I look for ways to perform my job more effectively		94%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		67%	77%	76%
Q1j. I am satisfied with my job at the present time		61%	64%	63%

KEY





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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.

SENIOR MANAGERS	69% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	56	11	11	0	78%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	22	50	17	11	0	72%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	28	50	11	11	0	78%	47%	48%
Q6d. Senior managers encourage innovation by employees	28	44	17	11	0	72%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	22	39	22	17	0	61%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	28	39	28	5	0	67%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	22	44	28	6	0	67%	44%	44%
Q6h. I feel that senior managers listen to employees	22	33	11	33	0	56%	40%	39%
Q7f. I feel that change is handled well in my organisation	28	44	11	11	0	72%	32%	41%

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.

COMMUNICATION	67% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me		67%	73%	69%
Q5f. My manager encourages and values employee input		72%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work		61%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		67%	44%	44%
Q6h. I feel that senior managers listen to employees		56%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	78%	69%

KEY





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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.

	HIGH PERFORMANCE					70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	33	50					83%	87%	90%
Q1b. I have the tools I need to do my job effectively		78	11				83%	66%	70%
Q1c. I get the information I need to do my job well	11	50	28				61%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	33	44	17				78%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	22	61	11				83%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	11	33	22	22	11		44%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	11	50		33			61%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	17	50		17	11		67%	80%	76%
Q3h. I have received appropriate training and development to do my job well	11	44	33				56%	59%	63%

KEY





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

Some key comparisons are provided.

	HIGH PERFORMANCE				70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	22	44	22			67%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	33	28	17		56%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	17	44	17	17		61%	71%	65%
Q5j. I have confidence in the decisions my line manager makes	17	56	17	11		72%	74%	67%
Q6d. Senior managers encourage innovation by employees	28	44	17	11		72%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	22	39	22	17		61%	52%	52%
Q7d. My organisation focuses on improving the work we do	22	67				89%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	22	61	17			83%	54%	62%
Q7g. There is good co-operation between teams across our organisation	17	39	28	11		56%	43%	48%

KEY





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

Some key comparisons are provided.

	HIGH PERFORMANCE				70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	17	61	17			78%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	56	11	11		78%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	39	11			89%	90%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

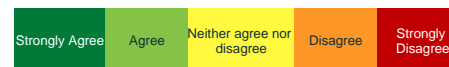
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		89%	87%	85%
Q2b. People in my workgroup use time and resources efficiently		44%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		61%	74%	67%
Q2h. People in my workgroup treat each other with respect		61%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		72%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		67%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		56%	65%	64%
Q5d. My manager listens to what I have to say		89%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		72%	72%	64%

KEY





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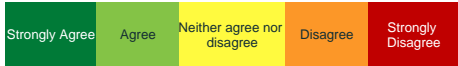
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE		AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q5k. My manager treats employees with dignity and respect	22	61	11	83%	82%	76%	
Q5l. My manager talks to me about how the values apply to my work	11	56	22	67%	60%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	56	11	78%	46%	47%	
Q6c. I feel that senior managers model the values of my organisation	28	50	11	78%	47%	48%	
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	28	39	28	67%	63%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on	22	44	28	67%	44%	44%	
Q6h. I feel that senior managers listen to employees	22	33	11	33	56%	40%	39%
Q7a. My organisation provides high quality services	33	44	17	78%	78%	80%	
Q7b. My organisation strives to match services to customer/client needs	33	50	11	83%	77%	80%	

KEY





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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE			AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q7c. My organisation strives to earn and sustain a high level of public trust	33	56	11	89%	80%	83%		
Q7d. My organisation focuses on improving the work we do	22	67	11	89%	73%	76%		
Q7h. People in my organisation take responsibility for their own actions	17	39	22	11	11	56%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	67	11	83%	68%	63%		

KEY





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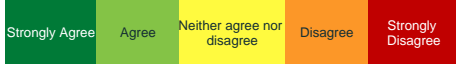
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Some key comparisons are provided.

DIVERSITY & INCLUSION	78% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		72%	60%	59%
Q5d. My manager listens to what I have to say		89%	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		78%	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		78%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		89%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		78%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	78%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

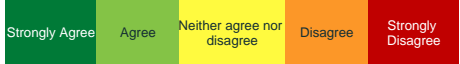
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Some key comparisons are provided.

DIVERSITY & INCLUSION	78% RESPONSE SCALE			AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	50	39	11	89%	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>	22	39	28	61%	72%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

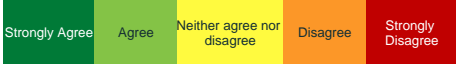
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Some key comparisons are provided.

RECRUITMENT	59% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	11	39	17	28		50%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	17	33	44			50%	45%	41%
Q7n. My organisation generally selects capable people to do the job	17	61	17			78%	60%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

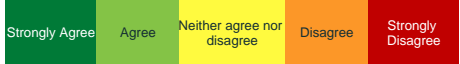
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	48%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	22	50	44%	63%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	22	44	11	44%	54%	53%
Q7g. There is good co-operation between teams across our organisation	17	39	28	11	56%	43%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

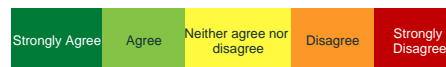
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		67%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		72%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		67%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		67%	63%	59%
Q3e. My performance is assessed against clear criteria		44%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		67%	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		56%	59%	63%
Q3i. I have a strong desire to advance my career		83%	75%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

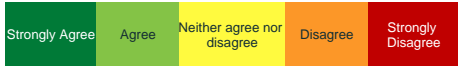
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		33%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		78%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		78%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		28%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		56%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		44%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		44%	54%	53%
Q7j. My organisation is committed to developing its employees		61%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

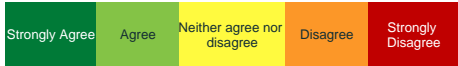
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Some key comparisons are provided.

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	28	50	11	78%	43%	41%	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	22	50	44%	63%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	22	44	11	44%	54%	53%

KEY





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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.

PAY & BENEFITS 75% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; align-items: center; margin-top: 5px;"> 78 11 </div>	83%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; align-items: center; margin-top: 5px;"> 11 56 28 </div>	67%	68%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

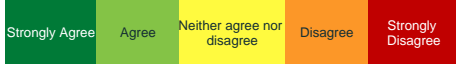
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Some key comparisons are provided.

DIVERSITY GROUPS	86% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		83%	77%	77%
Q8c. Age is not a barrier to success in my organisation		83%	67%	71%
Q8d. Disability is not a barrier to success in my organisation		72%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		94%	75%	76%
Q8f. Gender is not a barrier to success in my organisation		94%	74%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

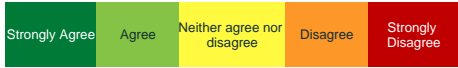
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Some key comparisons are provided.

WORKPLACE SUPPORT	63% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		72%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		44%	60%	58%
Q1l. My workload is acceptable		50%	56%	55%
Q2e. I receive help and support from other members of my workgroup		78%	84%	80%
Q2f. There is good team spirit in my workgroup		50%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		83%	69%	56%

KEY





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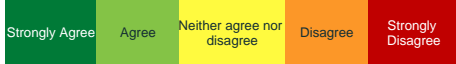
ACTION ABOUT SURVEY RESULTS

50% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

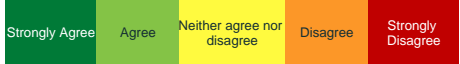
This section shows results for all the survey questions grouped by key themes.

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	65% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		83%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		50%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		61%	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		67%	57%	46%
Better skills in my workgroup		28%	26%	27%
Improved career opportunities		61%	57%	52%
Improved learning and development opportunities		61%	50%	50%
Greater involvement in decision making		44%	39%	33%
Better pay and benefits		56%	52%	58%
Greater recognition for the work I do		39%	41%	45%
Better leadership from senior managers		28%	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		28%	26%	27%
Better accountability for performance		39%	24%	25%
A better location		11%	21%	20%
More flexible working conditions		28%	34%	38%
Better work/life balance		50%	42%	46%
Improved facilities		6%	28%	30%
Improved technology and systems		33%	40%	38%
Better job security		39%	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		59%	62%	72%
No		29%	32%	24%
Don't Know		12%	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		6%	18%	25%
No		71%	72%	64%
Don't Know		24%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			



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		39%	26%	35%
No		56%	67%	58%
Don't Know		6%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		22%	14%	20%
No		78%	81%	75%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
Other	The data for this question has been hidden for anonymity reasons.			



EXPLORE THE FULL SURVEY RESULTS

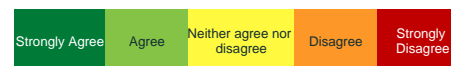
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE			AGREEMENT %	PLANNING AND ENVIRONMENT
Q1. I am clear on the accountabilities of my role	22	56	22	78%	88%
Q2. My organisation listens to its customers and stakeholders	28	56	11	83%	73%
Q3. My organisation delivers on its promises	22	67	11	89%	55%
Q4. I have a clear understanding of the vision of my organisation	28	39	33	67%	66%
Q5. I am aware how my role contributes to the vision of the organisation	39	39	22	78%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	22	56	22	78%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	17	39	33	56%	59%
Q8. My job design facilitates flexible working	50	39	11	50%	66%
Q9. My team is equipped with the right tools to provide good customer service	61	22	11	67%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	39	44	11	44%	50%

KEY





WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

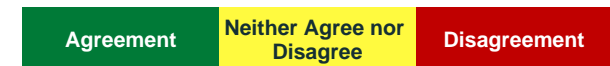
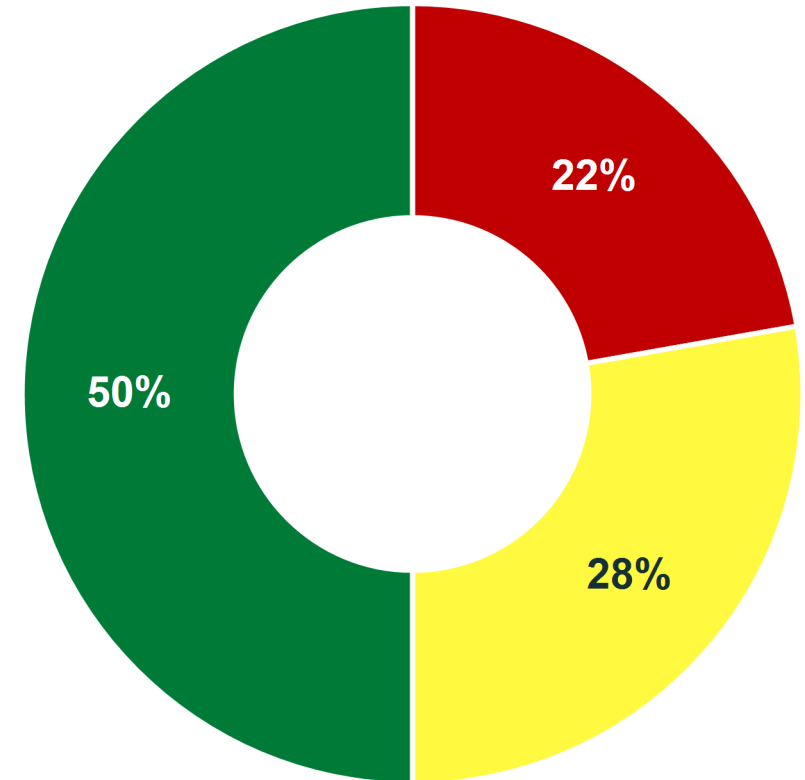
50%

of employees replied favourably to:

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

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

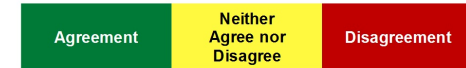
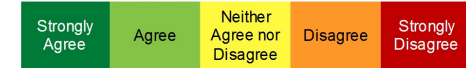
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%