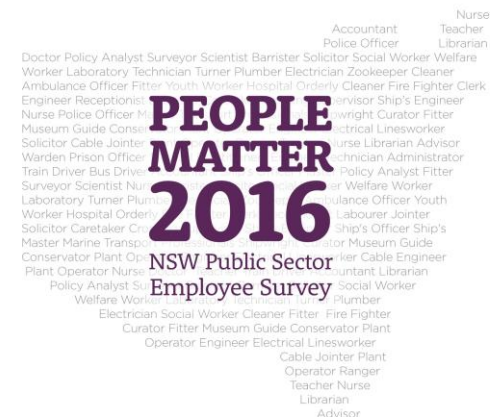


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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Cluster Report

## Planning and Environment

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## RESPONSE RATE

# 78%

**4,014 RESPONSES OUT OF  
5,156 EMPLOYEES**

## ENGAGEMENT INDEX

# 68%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2014  
CLUSTER SCORE **66%**



## 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. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

1h. I look for ways to perform my job more effectively	<b>96%</b>
2i. People in my workgroup treat customers/clients with respect	<b>90%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>90%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
1a. I understand what is expected of me to do well in my role	<b>87%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>85%</b>
2e. I receive help and support from other members of my workgroup	<b>84%</b>
5k. My manager treats employees with dignity and respect	<b>82%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>80%</b>
2d. People in my workgroup have the appropriate skills to do the job well	<b>80%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

7l. My organisation's processes for recruiting employees are efficient	<b>27%</b>
7f. I feel that change is handled well in my organisation	<b>32%</b>
15. I believe action will be taken on the results from this survey by my organisation	<b>34%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>39%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>40%</b>
6h. I feel that senior managers listen to employees	<b>40%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>41%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>43%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>43%</b>
7g. There is good co-operation between teams across our organisation	<b>43%</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'.

## ALMOST 80% OF EMPLOYEES ACROSS PLANNING AND ENVIRONMENT CLUSTER TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Planning and Environment between 2nd and 31st May 2016. Just over 4,000 employees took the opportunity to have their say, resulting in a 78% response rate. This level of response is sufficient for the analysis of data across Planning and Environment and all of its organisations to be robust and representative.

People Matter has demonstrated that employee engagement in the Planning and Environment cluster has slightly increased since 2014 to 68%. Across the cluster, the highest engagement scores were submitted by the Internal Agencies unit within the Department (80%) and by the Taronga Conservation Society (76%). The lowest engagement scores were seen for the Community and Stakeholder Engagement unit (48%) and for Jenolan Caves (61%).

Employee engagement with organisations is lower than engagement with work. An observable finding across Planning and Environment and indeed the sector is that employees are more positive towards their immediate working environment and team, with positivity declining when focus shifts to their managers, their senior managers, and their organisations.

Perceptions about communication within Planning and Environment organisations are slightly more positive than within the sector overall. Analysis revealed these scores were strongly driven by respondents' perceptions of their direct managers. There is a clear distinction between perceptions of senior managers and direct managers, with the latter achieving significantly higher scores for communication metrics.

Regarding perceptions of high performance, results were broadly in line with the sector overall. However, capability was an area which performed above the sector average. The lower scoring high performance factors for Planning and Environment, as well as the sector overall, were Innovation and Collaboration.

The public sector values of integrity, trust, service and accountability guide the high standards required of employees and agencies. Overall, responses across Planning and Environment were broadly in line with sector averages. Respondents' views on these values were largely driven by their perceptions of management, particularly with regards to how effectively senior leaders were able to lead and manage change within their organisations.

The majority of respondents in Planning and Environment agreed that diversity and inclusion can contribute to better business outcomes. The perceptions of particular demographic groups were also broadly in line with the Planning and Environment average, with no marked differences between scores from men and women, LGBTI employees, or Aboriginal or Torres Strait Islander employees. Employees with a disability did however score relatively low.

This report focuses on all the key questions groups in People Matter, comparing performance in Premier and Cabinet to the sector average and, where possible, providing analysis to demonstrate the themes and areas which are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

# EMPLOYEE ENGAGEMENT

## ENGAGEMENT IS IMPROVING

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

<b>EMPLOYEE ENGAGEMENT</b>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	66%

**68%**

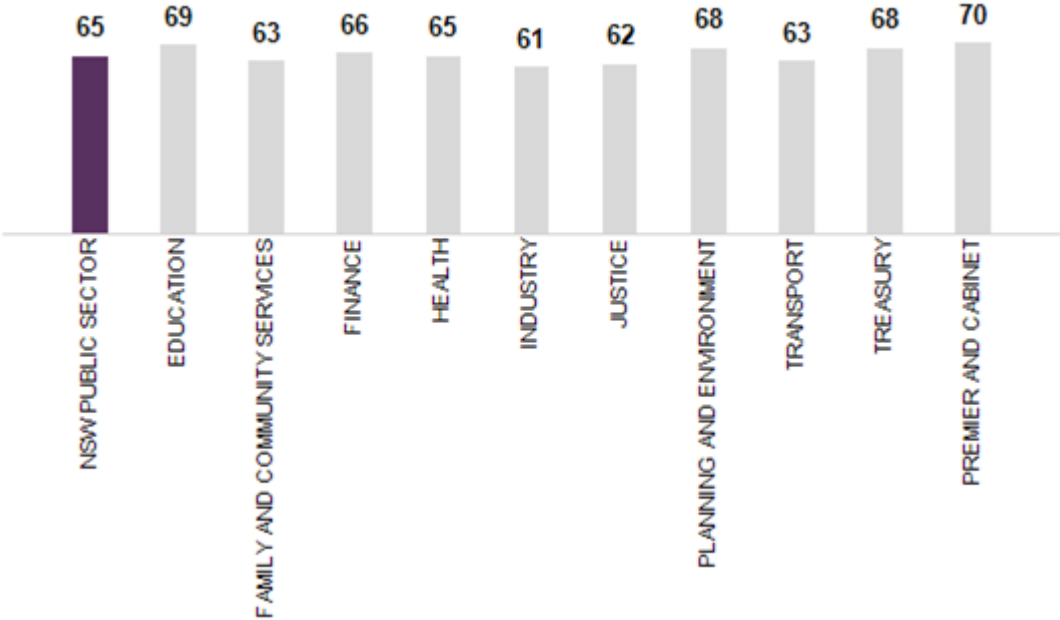
## KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★ KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7d. My organisation focuses on improving the work we do	73%	76%
7a. My organisation provides high quality services	78%	80%
1f. I am provided with the support I need to optimise my contribution at work	60%	59%
1d. I feel I make a contribution to achieving the organisation's objectives	85%	86%
3j. I am satisfied with the opportunities available for career development in my organisation	39%	45%
7j. My organisation is committed to developing its employees	53%	53%

## EMPLOYEE ENGAGEMENT BY CLUSTER



Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

*“Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”*

# EMPLOYEE ENGAGEMENT

## ENGAGEMENT IS HIGH AND ABOVE THE SECTOR AVERAGE AT THE CLUSTER LEVEL

The overall Engagement Index score of 68% for Planning and Environment is broadly in line with engagement for the sector average (65%) and is slightly improved since 2014 (66%).

Engagement levels varied across Planning and Environment, with Lord Howe Island Board, Taronga Conservation Society and Sydney Living Museums reporting six to seven points above the cluster average compared to Jenolan Caves, Office of Local Government and the Department of Planning and Environment which reported notably lower agreement scores.

People Matter also examined the levels of engagement shown by respondents with their work, an area which tends to attract moderately higher scores than engagement with broader areas of an organisation. This follows a wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior management or their organisation as a whole.

The vast majority of Planning and Environment respondents agreed that they look for ways to do their job more effectively (96%). Just over three quarters (77%) of respondents agreed that they are motivated to contribute more than is normally required, while 75% reported that their job gives them a feeling of personal accomplishment. These are all encouraging scores. However, a lower percentage (64%) agreed that they were currently satisfied at work overall.

The engagement levels of different demographic groups within Planning and Environment are broadly in line across this cluster with no significant differences between scores of males and females, those working full or part time or between those of different levels of educational attainment. The engagement index score for Aboriginal and Torres Straight Islander respondents scored one point above the cluster average and respondents with a disability scored only one percentage point below the cluster average. This is the smallest margin of difference for this group out of all clusters within the sector which typically score between 5-10% below average.

Also of note are the levels of engagement for employees with shorter tenure. A typical trend found in engagement research is that levels of engagement begin high, fall to their lowest after around two to five years of service and then recover for very long servers of over 10+ years to higher than average levels.

An interesting trend is noted within engagement by tenure. Typically, engagement research has shown that levels of engagement for new employees begins high, falls to their lowest after 2-5+ years and recovers for very long servers of over 10+ years to higher than average levels. This 'U-shaped' pattern has not been displayed across the sector overall, nor is it seen to a great degree in Planning and Environment. Employees with less than one year service have the highest engagement score (74%) which then steadily decreases to 65% for those with 5-10 years service. However scores never recover from this low and remain level at 66% for those with more than 10 years service.

The scale of the survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore items in the survey with the strongest association with the engagement index, thereby providing one way to understand what themes are most influencing levels of engagement.

The analysis revealed that two key influencers of engagement for Planning and Environment are an organisation's commitment to improving the work they do and the quality of the services provided. Also strong influencers of engagement levels are validation and support of employee contributions to organisational objectives as well as opportunities for employee development.

# SENIOR MANAGERS

## RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

<b>SENIOR MANAGERS</b>  <span style="font-size: 2em; font-weight: bold;">46%</span>	PMES 2016 SECTOR SCORE	<b>47%</b>
	PMES 2016 CLUSTER HIGH	<b>58%</b>
	PMES 2016 CLUSTER LOW	<b>38%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
7e.	My organisation is making the necessary improvements to meet our future challenges	<b>54%</b>	<b>62%</b>
7j.	My organisation is committed to developing its employees	<b>53%</b>	<b>53%</b>
6i.	Senior managers in my organisation genuinely support the career advancement of women	<b>58%</b>	<b>54%</b>
7d.	My organisation focuses on improving the work we do	<b>73%</b>	<b>76%</b>
7g.	There is good co-operation between teams across our organisation	<b>43%</b>	<b>48%</b>
7n.	My organisation generally selects capable people to do the job	<b>60%</b>	<b>51%</b>

Results from People Matter demonstrate that overall perceptions of senior managers across Planning and Environment are in line with the sector average. The aggregate agreement score for this question group was 46%. Overall perceptions of senior managers were less positive than other areas measured in the survey for this cluster but this is a trend reflected across the sector.

Perceptions of senior managers were strongest within Lord Howe Island Board (73%), followed Western Sydney Parklands & Parramatta Park Trust (69%) and the Department of Planning and Environment's General Counsel office (66%). Organisations which had weaker perceptions of senior managers included the Growth Design and Programs unit and Planning Services (both 38%).

Almost two thirds of respondents (63%) agreed that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis of customer and public service as a focus for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to how well senior managers handle change management (32% agreement and 8 percentage points below sector average) and how well they listen to employees (40% agreement).

Among job roles, employees working in corporate services and legal roles had the strongest perceptions of senior managers (61% and 60% respectively). Those in service delivery positions involving direct contact with the general public had notably weaker perceptions with just over one third (34%) agreement.

Perceptions about senior managers declines with tenure within the organisation. Agreement scores drop considerably after the first year of service from 61% to 52% and continues to decline with those respondents with more than 20 years service scoring only 36% agreement. Perceptions also decline with seniority. Managers of other managers scored relatively higher (56%) compared with supervisors/direct managers (48%) and non-managers (45%). These trends are also seen across the sector overall.

There were no notable differences in perceptions of senior managers by gender, Aboriginal or Torres Strait Islander, LGBTI employees or employees with a disability.

## KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding employee development and whether an organisation is focused on continuous improvement strongly influenced the outcomes of senior manager question scores and therefore shows a strong association between these themes and perceptions of leadership. The question regarding whether or not respondents believed their organisation is making the necessary improvements to meet future challenges had the strongest association with perceptions of senior managers within Planning and Environment, reflecting the importance that respondents place on forward thinking within the department. Other associated factors were also concerned with future planning, including the level of commitment to developing employees and supporting the career advancement of women.



## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

<b>COMMUNICATION</b>  <span style="font-size: 2em; font-weight: bold;">63%</span>	PMES 2016 SECTOR SCORE	<b>59%</b>
	PMES 2016 CLUSTER HIGH	<b>70%</b>
	PMES 2016 CLUSTER LOW	<b>51%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d. My manager listens to what I have to say	<b>79%</b>	<b>73%</b>
5j. I have confidence in the decisions my line manager makes	<b>74%</b>	<b>67%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>72%</b>	<b>65%</b>
5i. My manager would take appropriate action if decision-making processes were found to be biased	<b>72%</b>	<b>64%</b>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>75%</b>	<b>67%</b>
5k. My manager treats employees with dignity and respect	<b>82%</b>	<b>76%</b>

Empowering and connecting with employees through communication is vital to successful organisations. Across Planning and Environment, questions about communication averaged 63% agreement, four percentage points higher than the sector average. Within the Department of Planning and Environment, communication agreement scores were highest for Internal Agencies (83%), General Counsel (80%),

Cluster scores were highest for responses about direct managers' encouragement of employee input (76% agreement) and whether or not respondents felt able to speak up and share their views (78% agreement and 8% above the sector average). Conversely, questions relating to how senior managers keep employees informed and listen to employees (44% and 40%) returned comparatively lower levels of agreement. This trend is also evident amongst the NSW public sector overall.

An investigation of results from different demographic groups showed that results were broadly in line with the cluster for respondents who indicated they were Aboriginal or Torres Strait Islander (62%) or LGBTI (64%) employees, However in line with a common sector wide trend, respondents with a disability showed lower levels of agreement (58%) and those who speak a language other than English at home were generally more positive (71% agreement).

## KEY INFLUENCERS

Statistical correlation analysis, showed that questions regarding direct managers were fundamentally influencing perceptions about communication in Planning and Environment. As the strongest influencer of communication, it is positive to see that almost 80% of respondents agreed that their manager listens to what they have to say. Further, almost three quarters have confidence in the decisions their direct manager makes and agree that they take into account the differing needs and circumstances of employees when making decisions. It is also encouraging that all of the key influencing questions regarding managers scored significantly above sector averages.

## CAPABILITY: A HIGH PERFORMING AREA COMPARED TO SECTOR PUBLIC CLUSTERS

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

<b>HIGH PERFORMANCE</b>  <span style="font-size: 2em; font-weight: bold;">69%</span>	PMES 2016 SECTOR SCORE	<b>68%</b>
	PMES 2016 CLUSTER HIGH	<b>73%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f. I am provided with the support I need to optimise my contribution at work	<b>60%</b>	<b>59%</b>
5f. My manager encourages and values employee input	<b>76%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>69%</b>	<b>64%</b>
6h. I feel that senior managers listen to employees	<b>40%</b>	<b>39%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>41%</b>	<b>43%</b>
7j. My organisation is committed to developing its employees	<b>53%</b>	<b>53%</b>

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six separate factors and 21 questions were used to measure high performance in People Matter. The aggregate score for high performance was 69% within Planning and Environment, in line with the sector average.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement, innovation, collaboration and outcomes. The highest agreement scores were seen for outcomes questions (87%) and efficiency and effectiveness questions (72%).

Capability questions aimed to assess perceptions about work skills and the aggregate score for the cluster was 71%, six points above the sector average. 80% agree that the people that they work with have the appropriate skills to do their job well but just 60% agree that the organisation selects capable people to do the job, a notable trend across the sector.

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by understanding what is expected of employees. The aggregated agreement score for these questions was 72%, slightly below the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived their future and improvement focused and encouraging of innovation. These groups scored 68% and 58% respectively, both generally in line with the sector average.

Collaboration questions asked how well employees collaborate within and between teams and about the promotion of external collaboration by senior managers. There was 58% agreement for this question group, one point below the sector average. Collaboration within teams (78%) was notably stronger than perceptions of collaboration between teams (43%), a trend seen across the sector.

Outcomes questions looked at achievement of organisational objectives and business outcomes. Planning and Environment returned a result of 87% agreement which is 2 percentage points above sector average.

Aboriginal and Torres Strait Islander and LGBTI employees were broadly in line with Planning and Environment averages. There were no notable differences among managers and non managers, however employees who manage other managers had greater positivity about high performance.

## KEY INFLUENCERS

Analysis revealed that perceptions about workplace support, development of employees, involvement in decisions, and senior managers listening to employees and effectively leading change, strongly influenced perceptions about high performance. The majority of the top key influencing questions scored equal to or slightly above the sector averages.

# PUBLIC SECTOR VALUES

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

<b>PUBLIC SECTOR VALUES</b>	PMES 2016 SECTOR SCORE	<b>66%</b>
	PMES 2016 CLUSTER HIGH	<b>74%</b>
	PMES 2016 CLUSTER LOW	<b>59%</b>

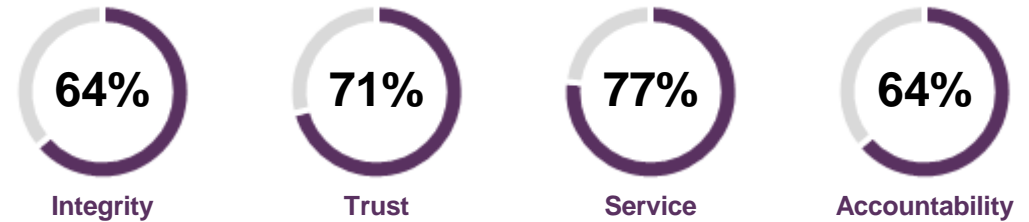
**68%**

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
6b. I feel that senior leaders effectively lead and manage change	<b>41%</b>	<b>43%</b>
5j. I have confidence in the decisions my line manager makes	<b>74%</b>	<b>67%</b>
5f. My manager encourages and values employee input	<b>76%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>69%</b>	<b>64%</b>
5e. My manager communicates effectively with me	<b>73%</b>	<b>69%</b>
6d. Senior managers encourage innovation by employees	<b>46%</b>	<b>49%</b>



The core values of Integrity, Trust, Service and Accountability were measured with 22 survey questions. Overall, Planning and Environment had an aggregate agreement score of 68% which is 2 percentage points above the sector average. Individual values scores were marginally above the sector average. Within the Department, Internal Agencies, General Counsel and Finance & Operations returned positively high agreement scores (88%, 82% and 77% respectively). Lord Howe Island Board also returned a high score of 76%. Jenolan Caves returned a particularly low score of 38%.

Integrity was measured by questions related to employees being open and honest, managers and leaders modelling the behaviours expected and policies and procedures being in place to ensure there are no conflicts of interest. 74% of respondents agreed that their workgroup is honest, open and transparent and 72% feel managers would take appropriate action if decisions were found to be biased. Both questions scored 7 percentage points above the sector average.

Trust included questions relating to being treated with fairness and respect and having a culture of open, two-way communication. The aggregated agreement score (71%) is above the sector average. Whilst employees were positive that their workgroups treated clients with respect, less positivity was seen for treating each other with respect, however the score was still 7% above the sector average.

Results were broadly positive about service in relation to customer focus, satisfaction, needs and service quality, with 87% agreeing their workgroup strives to achieve customer satisfaction. Less positivity was seen for senior managers communicating the importance of customers (63%).

Accountability monitored perceptions relating to efficiency and continuous improvement. whilst employees generally believed the organisation and managers focus on making improvements, only 48% agree that people taking responsibility for their actions. The overall score for accountability was negatively impacted by the perception that senior managers provide clear direction for the future where 29% disagreed and a further 25% were unsure. Additionally, only 48% of respondents agreed that people take responsibility for their actions.

## KEY INFLUENCERS

After statistical analysis was conducted, it was found that perceptions about whether or not senior leaders can effectively lead and manage change most strongly affected perceptions about values. Other aspects of management were also key influencers including whether or not respondents had confidence in the decisions managers made, if they were involved in that decision making process and how effectively managers communicated.

# DIVERSITY & INCLUSION

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

<b>DIVERSITY &amp; INCLUSION</b>	PMES 2016 SECTOR SCORE	<b>67%</b>
	PMES 2016 CLUSTER HIGH	<b>75%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

**73%**

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5e. My manager communicates effectively with me	<b>73%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>69%</b>	<b>64%</b>
5j. I have confidence in the decisions my line manager makes	<b>74%</b>	<b>67%</b>
5k. My manager treats employees with dignity and respect	<b>82%</b>	<b>76%</b>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>75%</b>	<b>67%</b>
3f. I feel I can have open, honest conversations with my manager about the quality of work required	<b>77%</b>	<b>71%</b>

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount. A total of 11 questions focused on diversity and inclusion in People Matter. Overall, the responses for these questions were broadly positive, with an aggregate score of 73% across all items, making Planning and Environment the second highest scoring cluster in this area.

90% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes, 5 percentage points above the sector average. 78% believed that their organisation respects individual differences and 76% of employees felt their manager encourages and values employee input. There were lower levels of agreement about support to optimise employee contributions (60%) and senior managers supporting the career advancement of women (58%). More men agreed with the last question than women (63% and 55% respectively). 72% of employees were satisfied with their access to flexible working arrangements, 14 percentage points above the sector average.

A positive finding for Planning and Environment is that there were no large negative differences between scores of different demographic groups and the cluster or sector averages. This includes respondents with a disability, those who have carer responsibilities, Aboriginal and Torres Straight Islanders, LGBTI respondents and those who speak a language other than English at home. Men and women also scored the same in response to diversity and inclusion questions overall.

## KEY INFLUENCERS

Analysis revealed that employees across the cluster explicitly link their experiences of diversity and inclusion with their opinions about their direct manager. The top six questions which most strongly correlated with the answers to diversity and inclusion questions related to communication, involvement in decisions and confidence in manager decisions, employee recognition, and treating employees with dignity and respect.

# CLUSTER COMPARISON



## EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

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

Consider the range of scores in this cluster and how they compare to other clusters.

	Planning and Environment	Education	Family and Community Services	Finance	Health	Industry	Justice	Transport	Treasury	Premier and Cabinet
<b>NUMBER OF RESPONDENTS</b>	4014	27488	7331	6755	38927	6882	14988	13680	774	1367
<b>ENGAGEMENT</b>	68%	69%	63%	66%	65%	61%	62%	63%	68%	70%
<b>SENIOR MANAGERS</b>	46%	56%	44%	53%	45%	41%	38%	47%	58%	55%
<b>COMMUNICATION</b>	63%	63%	61%	64%	57%	59%	51%	59%	70%	66%
<b>HIGH PERFORMANCE</b>	69%	73%	68%	71%	68%	65%	61%	66%	73%	72%
<b>PUBLIC SECTOR VALUES</b>	68%	71%	67%	71%	64%	65%	59%	66%	74%	72%
<b>DIVERSITY &amp; INCLUSION</b>	73%	69%	70%	72%	65%	69%	61%	67%	75%	73%

### 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

# AGENCY COMPARISON



## EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Planning and Environment	Sydney Living Museums	Botanic Gardens & Centennial Parklands	Western Sydney Parklands & Parramatta Park Trust	Taronga Conservation Society Australia	Jenolan Caves	Lord Howe Island Board	Office of Local Government	Office of Environment & Heritage	Department of Planning and Environment
<b>NUMBER OF RESPONDENTS</b>	4014	204	185	18	405	27	37	78	2348	712
<b>ENGAGEMENT</b>	68%	74%	71%	68%	76%	61%	74%	56%	68%	61%
<b>SENIOR MANAGERS</b>	46%	45%	47%	69%	57%	26%	73%	40%	43%	48%
<b>COMMUNICATION</b>	63%	59%	62%	67%	62%	33%	83%	61%	63%	65%
<b>HIGH PERFORMANCE</b>	69%	72%	68%	70%	73%	46%	80%	66%	68%	67%
<b>PUBLIC SECTOR VALUES</b>	68%	70%	68%	72%	71%	38%	76%	64%	68%	69%
<b>DIVERSITY &amp; INCLUSION</b>	73%	73%	69%	78%	71%	44%	84%	73%	74%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE FULL SURVEY RESULTS

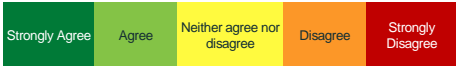
This section shows results for all the survey questions grouped by key themes.

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 %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work		66%	61%	60%
Q7p. I am proud to tell others I work for my organisation		75%	74%	68%
Q7q. I feel a strong personal attachment to my organisation		68%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives		58%	52%	55%
Q7s. My organisation inspires me to do the best in my job		57%	52%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

ENGAGEMENT WITH WORK	78%	RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	27	49	14 8	75% 76%
Q1h. I look for ways to perform my job more effectively	44	51		96% 95%
Q1i. I feel motivated to contribute more than what is normally required at work	34	43	14	77% 76%
Q1j. I am satisfied with my job at the present time	20	44	17 13	64% 63%

### 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 .

SENIOR MANAGERS	46% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	25	17	12	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	10	31	27	19	13	41%	43%
Q6c. I feel that senior managers model the values of my organisation	12	35	28	14	11	47%	48%
Q6d. Senior managers encourage innovation by employees	9	37	31	15	7	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	41	30	11		52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	47	25	8		63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	23	19	14	44%	44%
Q6h. I feel that senior managers listen to employees	8	32	29	18	14	40%	39%
Q7f. I feel that change is handled well in my organisation	8	24	29	25	14	32%	41%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE				AGREEMENT %	SECTOR	
Q5e. My manager communicates effectively with me	29	44	14	8	73%	69%	
Q5f. My manager encourages and values employee input	32	45	13		76%	69%	
Q5g. My manager involves my workgroup in decisions about our work	26	43	17	9	69%	64%	
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	23	19	14	44%	44%
Q6h. I feel that senior managers listen to employees	8	32	29	18	14	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	56	12		78%	69%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

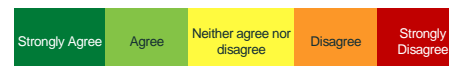
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Some key comparisons are provided.

HIGH PERFORMANCE	69%	RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	55	87%	90%
Q1b. I have the tools I need to do my job effectively	14	52	66%	70%
Q1c. I get the information I need to do my job well	13	51	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	53	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	49	74%	69%
Q2b. People in my workgroup use time and resources efficiently	24	48	72%	70%
Q2c. My team works collaboratively to achieve its objectives	31	47	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	30	50	80%	76%
Q3h. I have received appropriate training and development to do my job well	15	44	59%	63%

### 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.

HIGH PERFORMANCE	69% RESPONSE SCALE				AGREEMENT %	SECTOR	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	50	15		76%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	46	22	9	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	22	49	17	8	71%	65%	
Q5j. I have confidence in the decisions my line manager makes	28	46	15	7	74%	67%	
Q6d. Senior managers encourage innovation by employees	9	37	31	15	7	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	41	30	11		52%	52%
Q7d. My organisation focuses on improving the work we do	23	51	17	7		73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	38	27	13		54%	62%
Q7g. There is good co-operation between teams across our organisation	8	35	27	21	9	43%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

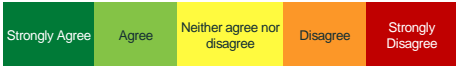
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Some key comparisons are provided.

HIGH PERFORMANCE	69% RESPONSE SCALE				AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	52	24	11	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	53	21		71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9		90%	85%

**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.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	39	48	8		87%	85%
Q2b. People in my workgroup use time and resources efficiently	24	48	17	9	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	31	43	16		74%	67%
Q2h. People in my workgroup treat each other with respect	35	44	13		79%	72%
Q2i. People in my workgroup treat customers/clients with respect	41	49	7		90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	50	15		76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	46	22	9	65%	64%
Q5d. My manager listens to what I have to say	33	46	12		79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	43	18		72%	64%

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.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect	38	43	11			82%	76%
Q5l. My manager talks to me about how the values apply to my work	21	40	25	10		60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	25	17	12	46%	47%
Q6c. I feel that senior managers model the values of my organisation	12	35	28	14	11	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	47	25	8		63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	23	19	14	44%	44%
Q6h. I feel that senior managers listen to employees	8	32	29	18	14	40%	39%
Q7a. My organisation provides high quality services	24	55	14			78%	80%
Q7b. My organisation strives to match services to customer/client needs	22	55	15			77%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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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	68% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	29	52	13		80%	83%	
Q7d. My organisation focuses on improving the work we do	23	51	17	7	73%	76%	
Q7h. People in my organisation take responsibility for their own actions	8	39	32	14	48%	48%	
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	53	24		68%	63%	

### 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 & INCLUSION	73% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	44	20	15		60%	59%
Q5d. My manager listens to what I have to say	33	46	12			79%	73%
Q5f. My manager encourages and values employee input	32	45	13			76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	46	17			72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	43	18			72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	19	39	32			58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	23	55	16			78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	53	21			71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	56	12			78%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

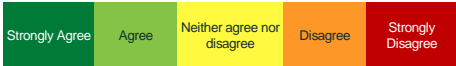
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9		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>	29	43	17	7	72%	58%

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.

RECRUITMENT	44%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q7l. My organisation's processes for recruiting employees are efficient	22	25	28	20	27%	33%	
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	37	33	13	9	45%	41%
Q7n. My organisation generally selects capable people to do the job	9	52	24	11		60%	51%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

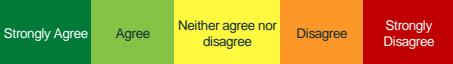
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	27	63%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	36	35	54%	53%		
Q7g. There is good co-operation between teams across our organisation	8	35	27	21	9	43%	48%

KEY



## PERFORMANCE FRAMEWORK & DEVELOPMENT

61% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3a. I have a current performance plan that sets out my individual objectives	21	49	14	11	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	25	49	13	9	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	22	43	17	13	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	44	21	11	63%	59%
Q3e. My performance is assessed against clear criteria	14	40	26	14	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	31	46	11		77%	71%
Q3g. I am able to access the right learning and development opportunities as required	15	42	24	13	58%	60%
Q3h. I have received appropriate training and development to do my job well	15	44	25	11	59%	63%
Q3i. I have a strong desire to advance my career	39	37	19		75%	69%

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.



## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	9	30	29	20	12	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	26	34	15	8	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	29	46	14			75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13	30	38	12	7	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	47	21			68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	27			63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	36	35			54%	53%
Q7j. My organisation is committed to developing its employees	11	42	29	13		53%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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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.

MOBILITY	53% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	26	34	15	8	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	41	27			63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	36	35			54%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

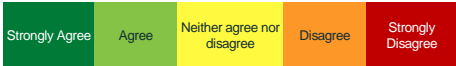
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Some key comparisons are provided.

PAY & BENEFITS	69% RESPONSE SCALE				AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	18	52	14	12	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	17	51	18	9	68%	60%

**KEY**







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Some key comparisons are provided.

DIVERSITY GROUPS	71% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	26	52	18		77%	77%
Q8c. Age is not a barrier to success in my organisation	21	46	21	9	67%	71%
Q8d. Disability is not a barrier to success in my organisation	18	44	32		62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	26	50	22		75%	76%
Q8f. Gender is not a barrier to success in my organisation	25	50	18		74%	74%

### KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	67%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	15	44	20	15	60%	59%	
Q1k. I am able to keep my work stress at an acceptable level	13	47	18	16	60%	58%	
Q1l. My workload is acceptable	11	45	18	18	8	56%	55%
Q2e. I receive help and support from other members of my workgroup	33	51	11		84%	80%	
Q2f. There is good team spirit in my workgroup	31	40	15	9	72%	67%	
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	18	51	18	9	69%	56%	

### KEY



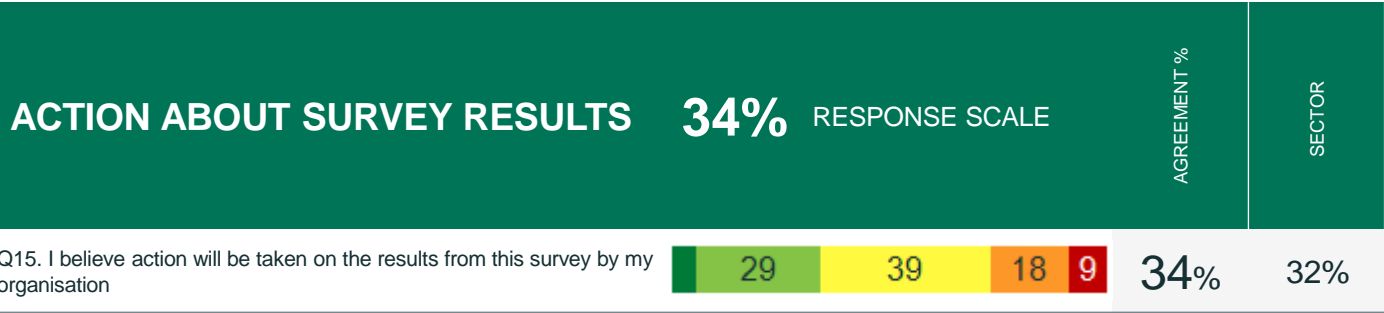


## EXPLORE THE FULL SURVEY RESULTS

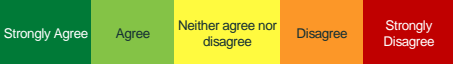
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Some key comparisons are provided.



KEY





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Some key comparisons are provided.

### WORKPLACE CONDUCT

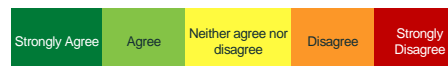
**52%** RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	53	24	8	2	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	33	40	13	13	3	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	10	38	34	12	6	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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
More interesting and challenging work		57%	46%
Better skills in my workgroup		26%	27%
Improved career opportunities		57%	52%
Improved learning and development opportunities		50%	50%
Greater involvement in decision making		39%	33%
Better pay and benefits		52%	58%
Greater recognition for the work I do		41%	45%
Better leadership from senior managers		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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
Better leadership from my manager		26%	27%
Better accountability for performance		24%	25%
A better location		21%	20%
More flexible working conditions		34%	38%
Better work/life balance		42%	46%
Improved facilities		28%	30%
Improved technology and systems		40%	38%
Better job security		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%	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		62%	72%
No		32%	24%
Don't Know		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%	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		18%	25%
No		72%	64%
Don't Know		10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		57%	63%
No		41%	35%
Don't Know		2%	2%





## 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%	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		26%	35%
No		67%	58%
Don't Know		7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work			
Yes		14%	20%
No		81%	75%
Don't Know		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%	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		17%	23%
Your Immediate Manager/Supervisor		30%	26%
A fellow worker at your level		23%	25%
A subordinate		8%	8%
A client or customer		1%	2%
A member of the public other than a client or customer		0%	0%
Other		6%	4%
Prefer not to say		13%	13%



## EXPLORE THE FULL SURVEY RESULTS

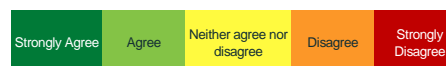
This section shows results for all the survey questions grouped by key themes.

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 %
Q1. I am clear on the accountabilities of my role	25	63	8		88%
Q2. My organisation listens to its customers and stakeholders	16	57	20		73%
Q3. My organisation delivers on its promises	10	45	34	9	55%
Q4. I have a clear understanding of the vision of my organisation	15	51	22	9	66%
Q5. I am aware how my role contributes to the vision of the organisation	18	54	19	7	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	14	48	25	8	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	13	46	28	11	59%
Q8. My job design facilitates flexible working	15	51	20	11	66%
Q9. My team is equipped with the right tools to provide good customer service	11	48	21	15	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	10	40	30	15	50%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

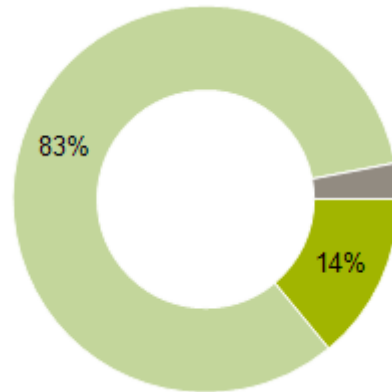
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		46%
Female		53%
Other		1%
<b>Age</b>		
<35		24%
35 - 54		61%
> 54		16%

# PROFILE OF RESPONDENTS

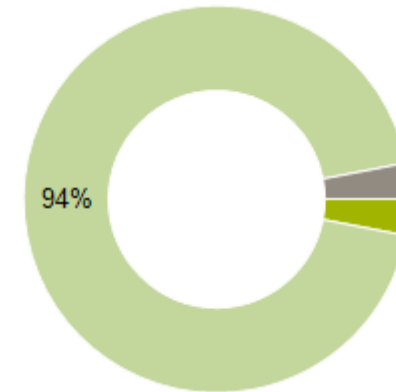


## PERSONAL PROFILES

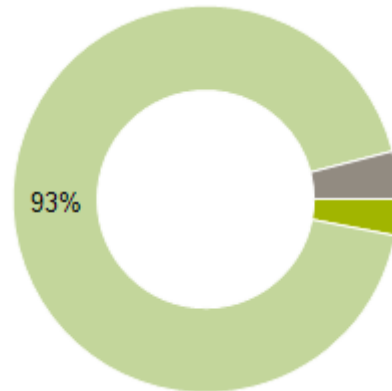
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



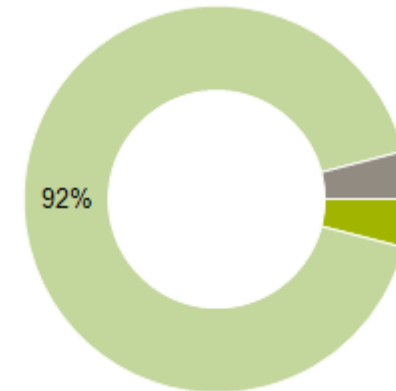
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		17%
1 - 2 years		12%
2 - 5 years		17%
5 - 10 years		22%
10 - 20 years		22%
More than 20 years		10%

# PROFILE OF RESPONDENTS



## WORK PROFILES

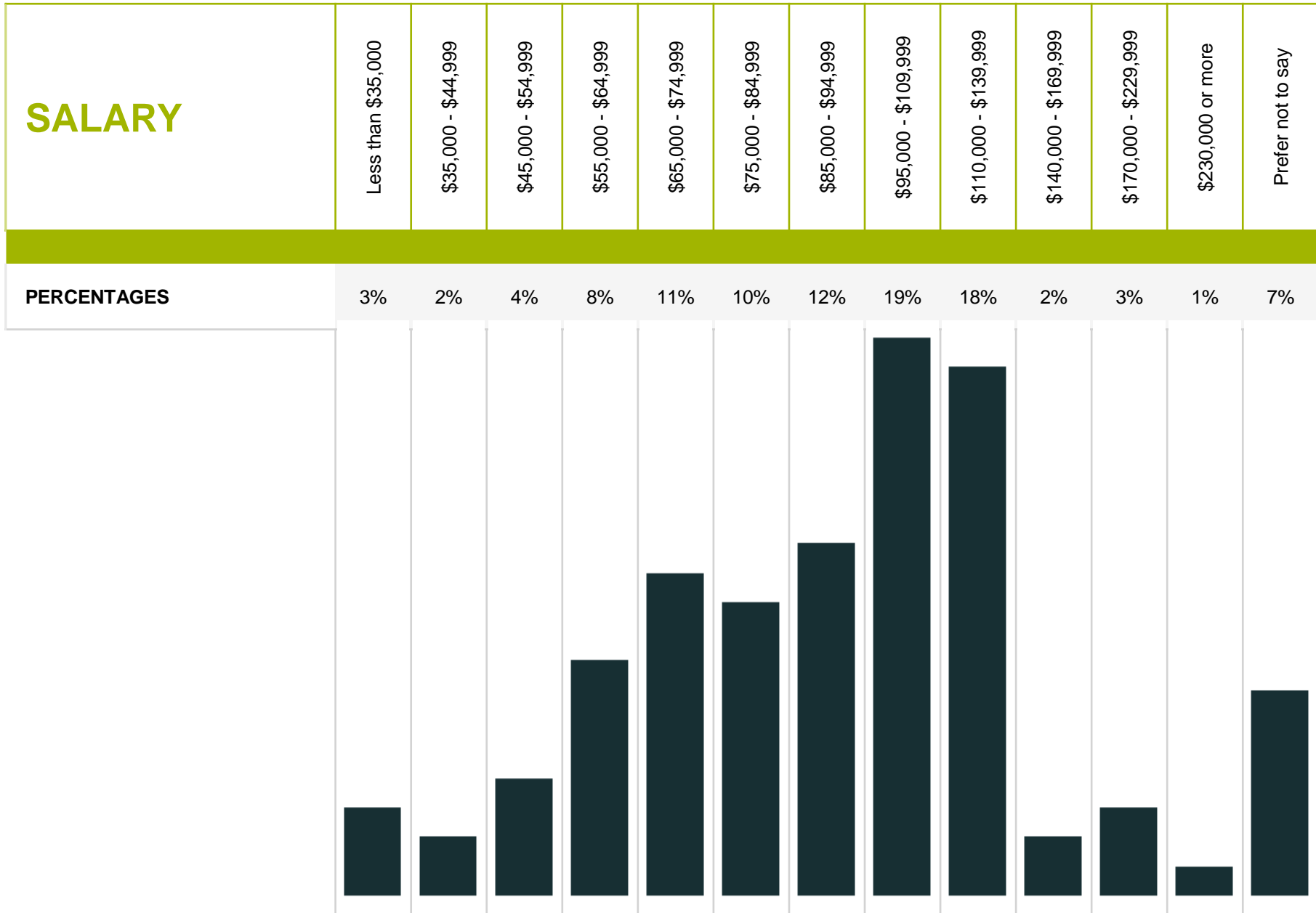
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE
Service delivery involving direct contact with the general public		21%
Other service delivery work		13%
Administrative support		7%
Corporate services		12%
Policy		7%
Research		5%
Program and project management support		17%
Legal (including developing and/or reviewing legislation)		2%
Other		16%

# 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.

	Planning and Environment	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>	4014	789	485	267	448	243	175	611	60	597
<b>ENGAGEMENT</b>	68%	67%	69%	69%	71%	64%	68%	68%	72%	67%
<b>SENIOR MANAGERS</b>	46%	34%	45%	50%	61%	54%	47%	45%	60%	45%
<b>COMMUNICATION</b>	63%	53%	64%	66%	73%	67%	66%	66%	74%	63%
<b>HIGH PERFORMANCE</b>	69%	62%	69%	72%	76%	71%	70%	69%	77%	68%
<b>PUBLIC SECTOR VALUES</b>	68%	61%	68%	70%	77%	73%	71%	70%	80%	67%
<b>DIVERSITY &amp; INCLUSION</b>	73%	66%	73%	75%	79%	77%	77%	76%	80%	72%

### 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.

	Planning and Environment	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>	4014	106	78	140	298	388	380	444	690	661	91	106	45	242
<b>ENGAGEMENT</b>	68%	76%	74%	73%	70%	67%	68%	67%	65%	66%	71%	76%	81%	62%
<b>SENIOR MANAGERS</b>	46%	47%	48%	47%	40%	43%	43%	43%	43%	49%	61%	76%	83%	40%
<b>COMMUNICATION</b>	63%	58%	59%	62%	59%	60%	62%	61%	64%	67%	73%	84%	83%	60%
<b>HIGH PERFORMANCE</b>	69%	69%	71%	70%	67%	68%	67%	66%	68%	71%	75%	82%	85%	63%
<b>PUBLIC SECTOR VALUES</b>	68%	67%	70%	68%	63%	66%	66%	66%	69%	72%	78%	85%	88%	64%
<b>DIVERSITY &amp; INCLUSION</b>	73%	70%	70%	73%	69%	71%	73%	72%	75%	77%	77%	86%	83%	68%

### 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.

	Planning and Environment	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>	4014	615	424	636	795	789	380
<b>ENGAGEMENT</b>	68%	74%	70%	67%	65%	66%	66%
<b>SENIOR MANAGERS</b>	46%	61%	52%	46%	42%	39%	36%
<b>COMMUNICATION</b>	63%	77%	68%	62%	61%	57%	56%
<b>HIGH PERFORMANCE</b>	69%	77%	73%	68%	67%	65%	64%
<b>PUBLIC SECTOR VALUES</b>	68%	78%	73%	68%	67%	64%	62%
<b>DIVERSITY &amp; INCLUSION</b>	73%	82%	78%	72%	71%	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.

	Planning and Environment	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>	4014	13	89	292	468	568	602	524	522	378	154	52
<b>ENGAGEMENT</b>	68%	(r)	78%	72%	72%	67%	66%	66%	67%	67%	65%	74%
<b>SENIOR MANAGERS</b>	46%	(r)	59%	51%	53%	47%	44%	44%	42%	42%	39%	54%
<b>COMMUNICATION</b>	63%	(r)	68%	69%	70%	65%	63%	62%	60%	59%	59%	61%
<b>HIGH PERFORMANCE</b>	69%	(r)	76%	73%	74%	70%	67%	68%	66%	66%	64%	70%
<b>PUBLIC SECTOR VALUES</b>	68%	(r)	76%	73%	73%	69%	67%	67%	66%	66%	62%	69%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	79%	78%	79%	75%	73%	71%	71%	70%	70%	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 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.

	Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	4014	1692	1940	47
<b>ENGAGEMENT</b>	68%	67%	69%	50%
<b>SENIOR MANAGERS</b>	46%	45%	47%	27%
<b>COMMUNICATION</b>	63%	64%	64%	40%
<b>HIGH PERFORMANCE</b>	69%	69%	70%	42%
<b>PUBLIC SECTOR VALUES</b>	68%	69%	69%	45%
<b>DIVERSITY &amp; INCLUSION</b>	73%	74%	74%	48%

**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

# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4014	121	3455	103
<b>ENGAGEMENT</b>	68%	69%	68%	54%
<b>SENIOR MANAGERS</b>	46%	47%	47%	24%
<b>COMMUNICATION</b>	63%	62%	64%	40%
<b>HIGH PERFORMANCE</b>	69%	70%	69%	47%
<b>PUBLIC SECTOR VALUES</b>	68%	67%	69%	48%
<b>DIVERSITY &amp; INCLUSION</b>	73%	72%	74%	51%

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

# LANGUAGE OTHER THAN ENGLISH



## 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.

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4014	526	3067	105
<b>ENGAGEMENT</b>	68%	71%	68%	53%
<b>SENIOR MANAGERS</b>	46%	56%	45%	29%
<b>COMMUNICATION</b>	63%	71%	63%	40%
<b>HIGH PERFORMANCE</b>	69%	74%	68%	47%
<b>PUBLIC SECTOR VALUES</b>	68%	74%	68%	48%
<b>DIVERSITY &amp; INCLUSION</b>	73%	77%	74%	50%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS  
THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4014	109	3446	139
<b>ENGAGEMENT</b>	<b>68%</b>	<b>67%</b>	<b>68%</b>	<b>55%</b>
<b>SENIOR MANAGERS</b>	<b>46%</b>	<b>46%</b>	<b>46%</b>	<b>29%</b>
<b>COMMUNICATION</b>	<b>63%</b>	<b>58%</b>	<b>64%</b>	<b>42%</b>
<b>HIGH PERFORMANCE</b>	<b>69%</b>	<b>67%</b>	<b>70%</b>	<b>48%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>68%</b>	<b>67%</b>	<b>69%</b>	<b>50%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>73%</b>	<b>72%</b>	<b>74%</b>	<b>51%</b>

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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





## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4014	235	3279	173
<b>ENGAGEMENT</b>	<b>68%</b>	<b>62%</b>	<b>69%</b>	<b>58%</b>
<b>SENIOR MANAGERS</b>	46%	36%	47%	30%
<b>COMMUNICATION</b>	63%	53%	65%	45%
<b>HIGH PERFORMANCE</b>	69%	62%	70%	52%
<b>PUBLIC SECTOR VALUES</b>	68%	62%	70%	53%
<b>DIVERSITY &amp; INCLUSION</b>	73%	66%	75%	56%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



**EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES**

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

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

	Planning and Environment	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	4014	162	3392	135
<b>ENGAGEMENT</b>	<b>68%</b>	<b>71%</b>	<b>68%</b>	<b>56%</b>
<b>SENIOR MANAGERS</b>	<b>46%</b>	<b>48%</b>	<b>46%</b>	<b>29%</b>
<b>COMMUNICATION</b>	<b>63%</b>	<b>64%</b>	<b>64%</b>	<b>47%</b>
<b>HIGH PERFORMANCE</b>	<b>69%</b>	<b>69%</b>	<b>69%</b>	<b>52%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>68%</b>	<b>70%</b>	<b>69%</b>	<b>53%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>73%</b>	<b>74%</b>	<b>74%</b>	<b>56%</b>

**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

# 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%