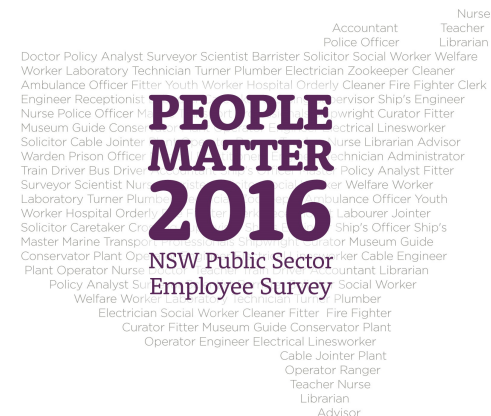


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Premier and Cabinet

Barangaroo Delivery Authority

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
ALL QUESTIONS	5
TAKING ACTION	35
GUIDE TO THIS REPORT	36

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

RESPONSE RATE

>100%

47 RESPONSES
OUT OF 39 EMPLOYEES

RESPONSE RATE ABOVE 100%. SEE NOTES

ENGAGEMENT INDEX

70%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **70%**



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
%

8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	98%
1h.	I look for ways to perform my job more effectively	94%
8e.	Sexual orientation is not a barrier to success in my organisation	89%
1d.	I feel I make a contribution to achieving the organisation's objectives	87%
3i.	I have a strong desire to advance my career	87%
7p.	I am proud to tell others I work for my organisation	87%
2a.	My workgroup strives to achieve customer/client satisfaction	85%
7c.	My organisation strives to earn and sustain a high level of public trust	83%
8b.	Cultural background is not a barrier to success in my organisation	82%
8c.	Age is not a barrier to success in my organisation	82%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3a.	I have a current performance plan that sets out my individual objectives	17%
3e.	My performance is assessed against clear criteria	28%
7l.	My organisation's processes for recruiting employees are efficient	31%
3j.	I am satisfied with the opportunities available for career development in my organisation	34%
3c.	I have scheduled feedback conversations with my manager throughout the year	36%
15.	I believe action will be taken on the results from this survey by my organisation	38%
5n.	My manager appropriately deals with employees who perform poorly	40%
7m.	Recruitment and promotion decisions in this organisation are generally fair	41%
7f.	I feel that change is handled well in my organisation	41%
7j.	My organisation is committed to developing its employees	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

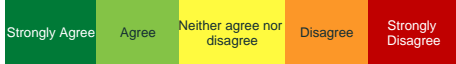
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	70% RESPONSE SCALE				AGREEMENT %	PMES 2014	PREMIER AND CABINET	SECTOR
Q7o. I would recommend my organisation as a great place to work	25	41	23		66%	67%	69%	60%
Q7p. I am proud to tell others I work for my organisation	38	49	9		87%	83%	80%	68%
Q7q. I feel a strong personal attachment to my organisation	27	38	24		64%	83%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives	24	38	27		62%	72%	61%	55%
Q7s. My organisation inspires me to do the best in my job	25	36	27		61%	56%	61%	55%

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.

ENGAGEMENT WITH WORK	79% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		77%	75%	76%
Q1h. I look for ways to perform my job more effectively		94%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		74%	77%	76%
Q1j. I am satisfied with my job at the present time		70%	64%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

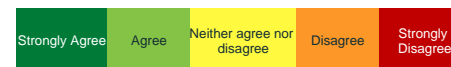
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Some key comparisons are provided.

SENIOR MANAGERS	52% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		61%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change		52%	51%	43%
Q6c. I feel that senior managers model the values of my organisation		54%	57%	48%
Q6d. Senior managers encourage innovation by employees		50%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		54%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		57%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		50%	53%	44%
Q6h. I feel that senior managers listen to employees		52%	50%	39%
Q7f. I feel that change is handled well in my organisation		41%	46%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

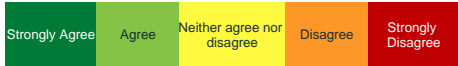
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Some key comparisons are provided.

COMMUNICATION	65% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me		72%	73%	69%
Q5f. My manager encourages and values employee input		72%	75%	69%
Q5g. My manager involves my workgroup in decisions about our work		66%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		50%	53%	44%
Q6h. I feel that senior managers listen to employees		52%	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		77%	76%	69%

KEY





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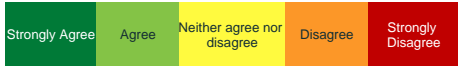
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1a. I understand what is expected of me to do well in my role	30	47	13	9	77%	87%	90%	
Q1b. I have the tools I need to do my job effectively	23	40	15	19	64%	74%	70%	
Q1c. I get the information I need to do my job well	23	38	13	17	62%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	38	49	9		87%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	38	36	13		74%	74%	69%	
Q2b. People in my workgroup use time and resources efficiently	26	43	19	11	68%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	28	41	9	20	70%	80%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	36	38	15	11	74%	79%	76%	
Q3h. I have received appropriate training and development to do my job well	11	34	34	13	45%	58%	63%	

KEY





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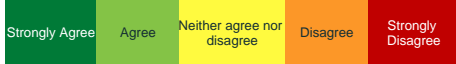
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Some key comparisons are provided.

HIGH PERFORMANCE	67% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		70%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		60%	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		70%	70%	65%
Q5j. I have confidence in the decisions my line manager makes		77%	74%	67%
Q6d. Senior managers encourage innovation by employees		50%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		54%	61%	52%
Q7d. My organisation focuses on improving the work we do		74%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		63%	67%	62%
Q7g. There is good co-operation between teams across our organisation		50%	55%	48%

KEY





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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job	13	49	24	13	62%	66%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	50	27		68%	72%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		59	39		98%	93%	85%	

KEY





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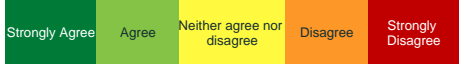
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		68% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction		40	45	9	85%	89%	85%	
Q2b. People in my workgroup use time and resources efficiently		26	43	19	11	68%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		38	30	21	11	68%	76%	67%
Q2h. People in my workgroup treat each other with respect		40	34	17	9	74%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect		38	43	15	9	81%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		26	45	19	9	70%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		19	40	19	17	60%	64%	64%
Q5d. My manager listens to what I have to say		36	43	9	12	79%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		36	43	11	10	79%	73%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

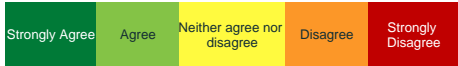
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		68% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR			
Q5k. My manager treats employees with dignity and respect		40	36	15	77%	82%	76%		
Q5l. My manager talks to me about how the values apply to my work		15	40	30	9	55%	60%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation		15	46	15	13	11	61%	55%	47%
Q6c. I feel that senior managers model the values of my organisation		13	41	20	13	13	54%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		13	43	26	11	9	57%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		9	41	20	20	11	50%	53%	44%
Q6h. I feel that senior managers listen to employees		13	39	26	9	13	52%	50%	39%
Q7a. My organisation provides high quality services		33	46	15	6	0	78%	87%	80%
Q7b. My organisation strives to match services to customer/client needs		26	50	17	7	0	76%	86%	80%

KEY





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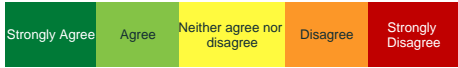
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		83%	87%	83%
Q7d. My organisation focuses on improving the work we do		74%	80%	76%
Q7h. People in my organisation take responsibility for their own actions		59%	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		57%	66%	63%

KEY





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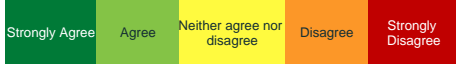
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Some key comparisons are provided.

DIVERSITY & INCLUSION	72% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	23	32	17	28	55%	63%	59%
Q5d. My manager listens to what I have to say	36	43	9		79%	78%	73%
Q5f. My manager encourages and values employee input	34	38	13	9	72%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	30	45	13	11	74%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	36	43	11		79%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	17	30	30	17	48%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	27	50	18		77%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	50	27		68%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	30	48	11		77%	76%	69%

KEY





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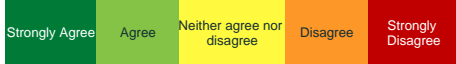
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Some key comparisons are provided.

DIVERSITY & INCLUSION		72% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	59	39	98%	93%	85%		
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	27	33	18	16	60%	67%	58%

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.

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	22	40	20	9	31%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	14	27	34	20		41%	50%	41%
Q7n. My organisation generally selects capable people to do the job	13	49	24	13		62%	66%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	50%	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	40	38	51%	61%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	9	40	45	49%	58%	53%		
Q7g. There is good co-operation between teams across our organisation	11	39	28	9	13	50%	55%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

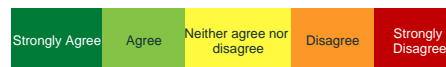
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		17%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		66%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		36%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		52%	64%	59%
Q3e. My performance is assessed against clear criteria		28%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		74%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		49%	57%	60%
Q3h. I have received appropriate training and development to do my job well		45%	58%	63%
Q3i. I have a strong desire to advance my career		87%	80%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

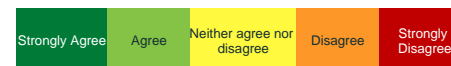
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		34%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		49%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		72%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		40%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		52%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		51%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		49%	58%	53%
Q7j. My organisation is committed to developing its employees		43%	55%	53%

KEY





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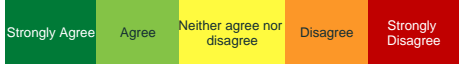
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Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	26	34	9	9	49%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	11	40	38			51%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	9	40	45			49%	58%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 55% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q4a. I am paid fairly for the work I do		55%	66%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		55%	66%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	79% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q8b. Cultural background is not a barrier to success in my organisation	34	48	14	82%	80%	77%
Q8c. Age is not a barrier to success in my organisation	30	52	9	82%	72%	71%
Q8d. Disability is not a barrier to success in my organisation	30	43	25	73%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	34	55	9	89%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	32	36	20	68%	78%	74%

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.

WORKPLACE SUPPORT	69% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	23	32	17	28	55%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	28	53	11		81%	66%	58%
Q1l. My workload is acceptable	23	45	13	15	68%	65%	55%
Q2e. I receive help and support from other members of my workgroup	30	47	19		77%	82%	80%
Q2f. There is good team spirit in my workgroup	38	32		21	70%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	24	38	24	11	62%	70%	56%

KEY





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

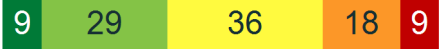
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

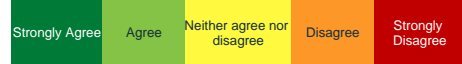
38% RESPONSE SCALE

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



AGREEMENT %	PREMIER AND CABINET	SECTOR
38%	42%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE CONDUCT	54% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		57%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		44%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		60%	56%	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%	PREMIER AND CABINET	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		49%	60%	46%
Better skills in my workgroup		20%	23%	27%
Improved career opportunities		51%	63%	52%
Improved learning and development opportunities		42%	51%	50%
Greater involvement in decision making		38%	40%	33%
Better pay and benefits		53%	56%	58%
Greater recognition for the work I do		29%	37%	45%
Better leadership from senior managers		27%	37%	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%	PREMIER AND CABINET	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		11%	24%	27%
Better accountability for performance		22%	22%	25%
A better location		11%	14%	20%
More flexible working conditions		42%	39%	38%
Better work/life balance		42%	43%	46%
Improved facilities		20%	19%	30%
Improved technology and systems		27%	28%	38%
Better job security		58%	39%	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%	PREMIER AND CABINET	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		50%	57%	72%
No		39%	38%	24%
Don't Know		11%	5%	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%	PREMIER AND CABINET	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		23%	16%	25%
No		70%	75%	64%
Don't Know		7%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		70%	46%	63%
No		30%	52%	35%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PREMIER AND CABINET	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		24%	24%	35%
No		71%	68%	58%
Don't Know		4%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		13%	12%	20%
No		80%	82%	75%
Don't Know		7%	6%	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%	PREMIER AND CABINET	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.			
Your Immediate Manager/Supervisor	The data for this question has been hidden for anonymity reasons.			



EXPLORE THE FULL SURVEY RESULTS

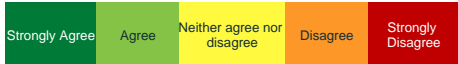
This section shows results for all the survey questions grouped by key themes.

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.

PREMIER AND CABINET QUESTIONS	RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Q1. During my last performance evaluation my manager helped me to focus on improving my performance	18	51	16	11		22%	52%
Q3. The performance development feedback I received was useful	27	44	16	11		29%	57%
Q4. I understand the performance and development framework	9	29	42	11	9	38%	72%
Q5. My manager makes adjustments to permit me to work flexibly	20	49	20	9		69%	68%
Q6. I feel recognised and valued for the work I do	13	56	18			69%	65%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

PREMIER AND CABINET QUESTIONS		RESPONSE SCALE	AGREEMENT%	PREMIER AND CABINET
Q2. There were no surprises in the feedback I received from manager				
Yes			49%	56%
No			51%	44%
Q7. For my career to progress I will need to go outside of DPC				
Yes			58%	56%
No			42%	44%



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.

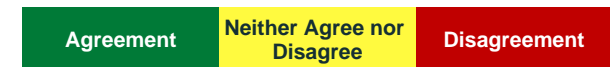
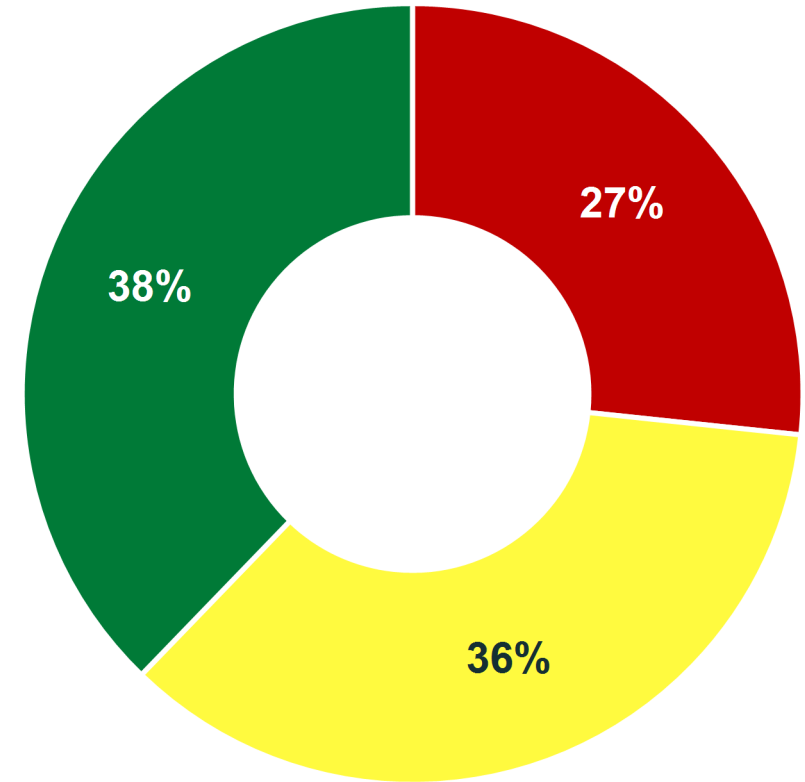
38%

of employees replied favourably to:

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

32%
SECTOR

42%
CLUSTER



GUIDE TO THIS REPORT

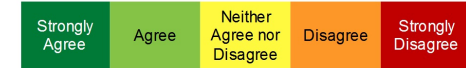
ANONYMITY RULES

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

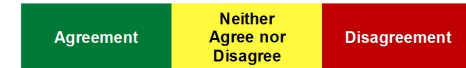
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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