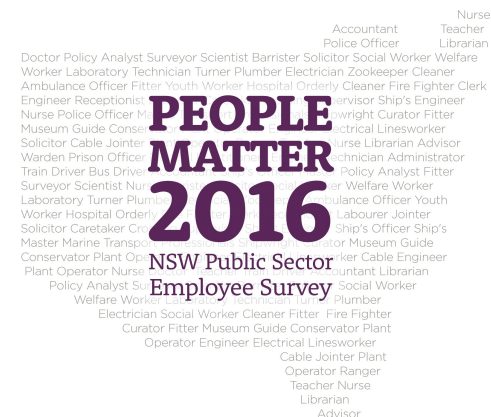


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Premier and Cabinet

Destination NSW

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RESPONSE RATE

92%

132 RESPONSES
OUT OF 144 EMPLOYEES

ENGAGEMENT INDEX

66%

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
%

1h. I look for ways to perform my job more effectively	95%
2a. My workgroup strives to achieve customer/client satisfaction	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	93%
1a. I understand what is expected of me to do well in my role	90%
2i. People in my workgroup treat customers/clients with respect	89%
7a. My organisation provides high quality services	89%
7c. My organisation strives to earn and sustain a high level of public trust	89%
3i. I have a strong desire to advance my career	88%
8e. Sexual orientation is not a barrier to success in my organisation	87%
1d. I feel I make a contribution to achieving the organisation's objectives	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15. I believe action will be taken on the results from this survey by my organisation	21%
7j. My organisation is committed to developing its employees	30%
3j. I am satisfied with the opportunities available for career development in my organisation	33%
7f. I feel that change is handled well in my organisation	34%
8j. How satisfied are you with your ability to access and use flexible working arrangements?	35%
3e. Myperformance is assessed against clear criteria	38%
3h. I have received appropriate training and development to do my job well	38%
6h. I feel that senior managers listen to employees	39%
3g. I am able to access the right learning and development opportunities as required	39%
7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	40%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

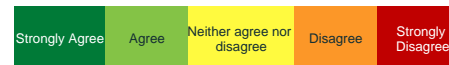
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	66% RESPONSE SCALE				AGREEMENT %	PMES 2014	PREMIER AND CABINET	SECTOR	
Q7o. I would recommend my organisation as a great place to work	17	38	29	8	7	56%	53%	69%	60%
Q7p. I am proud to tell others I work for my organisation	29	49	18			78%	81%	80%	68%
Q7q. I feel a strong personal attachment to my organisation	20	39	28	9		59%	58%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives	17	37	30	10		55%	52%	61%	55%
Q7s. My organisation inspires me to do the best in my job	20	32	26	19		52%	49%	61%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK	77% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		70%	75%	76%
Q1h. I look for ways to perform my job more effectively		95%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		77%	77%	76%
Q1j. I am satisfied with my job at the present time		66%	64%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

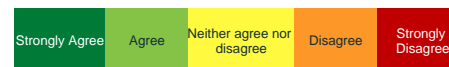
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Some key comparisons are provided.

SENIOR MANAGERS	45% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	31	19	24	12	46%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change	10	31	20	25	14	41%	51%	43%
Q6c. I feel that senior managers model the values of my organisation	13	32	17	24	13	45%	57%	48%
Q6d. Senior managers encourage innovation by employees	9	34	24	20	13	43%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	43	25	10	10	54%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	49	24	7		62%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	22	21	14	43%	53%	44%
Q6h. I feel that senior managers listen to employees	10	29	28	20	13	39%	50%	39%
Q7f. I feel that change is handled well in my organisation	8	26	29	28	9	34%	46%	41%

KEY





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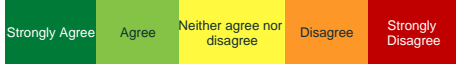
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Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me		75%	73%	69%
Q5f. My manager encourages and values employee input		77%	75%	69%
Q5g. My manager involves my workgroup in decisions about our work		71%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		43%	53%	44%
Q6h. I feel that senior managers listen to employees		39%	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		75%	76%	69%

KEY





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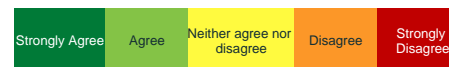
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Some key comparisons are provided.

HIGH PERFORMANCE	70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1a. I understand what is expected of me to do well in my role		90%	87%	90%
Q1b. I have the tools I need to do my job effectively		73%	74%	70%
Q1c. I get the information I need to do my job well		69%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		86%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things		72%	74%	69%
Q2b. People in my workgroup use time and resources efficiently		72%	72%	70%
Q2c. My team works collaboratively to achieve its objectives		80%	80%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		83%	79%	76%
Q3h. I have received appropriate training and development to do my job well		38%	58%	63%

KEY





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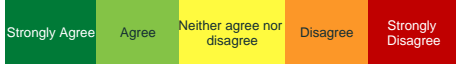
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Some key comparisons are provided.

	HIGH PERFORMANCE					70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	53	16			76%	77%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	15	44	26	12		59%	64%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	53	12	11		74%	70%	65%	
Q5j. I have confidence in the decisions my line manager makes	26	48	17			74%	74%	67%	
Q6d. Senior managers encourage innovation by employees	9	34	24	20	13	43%	52%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	43	25	10	10	54%	61%	52%	
Q7d. My organisation focuses on improving the work we do	28	44	20	8		72%	80%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	15	47	23	13		62%	67%	62%	
Q7g. There is good co-operation between teams across our organisation	14	34	19	24	9	48%	55%	48%	

KEY





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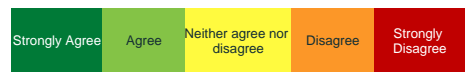
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Some key comparisons are provided.

	HIGH PERFORMANCE				70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job	16	63	15			79%	66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	53	20	7		71%	72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	42	51				93%	93%	85%

KEY





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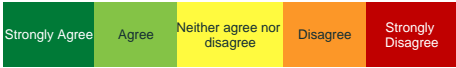
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		93%	89%	85%
Q2b. People in my workgroup use time and resources efficiently		72%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		76%	76%	67%
Q2h. People in my workgroup treat each other with respect		82%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect		89%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		76%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		59%	64%	64%
Q5d. My manager listens to what I have to say		79%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		74%	73%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

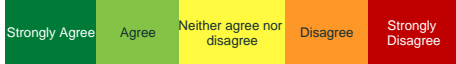
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	31	50	9			81%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	13	47	22	13		60%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	31	19	24	12	46%	55%	47%
Q6c. I feel that senior managers model the values of my organisation	13	32	17	24	13	45%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	49	24	7		62%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	32	22	21	14	43%	53%	44%
Q6h. I feel that senior managers listen to employees	10	29	28	20	13	39%	50%	39%
Q7a. My organisation provides high quality services	32	57				89%	87%	80%
Q7b. My organisation strives to match services to customer/client needs	30	52	17			82%	86%	80%

KEY





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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	32	57	9		89%	87%	83%
Q7d. My organisation focuses on improving the work we do	28	44	20	8	72%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	14	32	27	21	46%	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	46	25	10	60%	66%	63%

KEY





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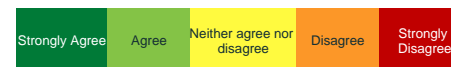
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Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	63%	59%
Q5d. My manager listens to what I have to say		79%	78%	73%
Q5f. My manager encourages and values employee input		77%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		71%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		74%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		56%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		75%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		71%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		75%	76%	69%

KEY





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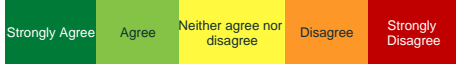
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Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		93%	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>		35%	67%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

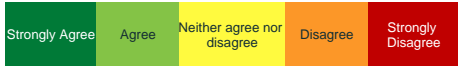
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Some key comparisons are provided.

RECRUITMENT	60% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	37	19	20	15	46%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	11	44	30	11		56%	50%	41%
Q7n. My organisation generally selects capable people to do the job	16	63	15			79%	66%	51%

KEY





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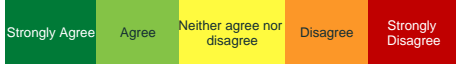
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Some key comparisons are provided.

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	15	40	34	9	55%	61%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13	34	42	8	48%	58%	53%	
Q7g. There is good co-operation between teams across our organisation	14	34	19	24	9	48%	55%	48%

KEY





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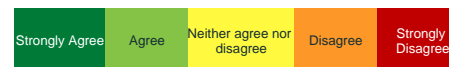
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		40%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		67%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		47%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		48%	64%	59%
Q3e. My performance is assessed against clear criteria		38%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		72%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		39%	57%	60%
Q3h. I have received appropriate training and development to do my job well		38%	58%	63%
Q3i. I have a strong desire to advance my career		88%	80%	69%

KEY





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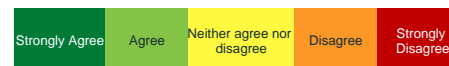
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	51% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	8	24	27	25	16	33%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	28	38	14		42%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	22	54	14	7		76%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12	35	34	15		47%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	12	41	32	12		52%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15	40	34	9		55%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13	34	42	8		48%	58%	53%
Q7j. My organisation is committed to developing its employees	7	23	39	23	9	30%	55%	53%

KEY





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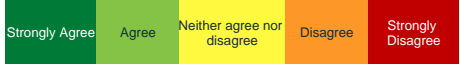
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Some key comparisons are provided.

MOBILITY	48% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	28	38	14	42%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	15	40	34	9	55%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	13	34	42	8	48%	58%	53%

KEY





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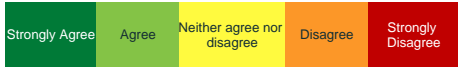
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Some key comparisons are provided.

PAY & BENEFITS 55% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 52 18 20 </div>	58%	66%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 45 21 21 </div>	52%	66%	60%

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	23	60	13		83%	80%	77%
Q8c. Age is not a barrier to success in my organisation	24	53	17		77%	72%	71%
Q8d. Disability is not a barrier to success in my organisation	21	47	29		67%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	25	61	13		87%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	30	52	13		82%	78%	74%

KEY





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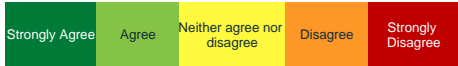
This section shows results for all the survey questions grouped by key themes.

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.

WORKPLACE SUPPORT	65% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		63%	66%	58%
Q1l. My workload is acceptable		60%	65%	55%
Q2e. I receive help and support from other members of my workgroup		80%	82%	80%
Q2f. There is good team spirit in my workgroup		83%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		40%	70%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

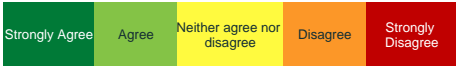
ACTION ABOUT SURVEY RESULTS

21% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

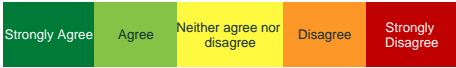
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	51% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		60%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		40%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		53%	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		61%	60%	46%
Better skills in my workgroup		23%	23%	27%
Improved career opportunities		74%	63%	52%
Improved learning and development opportunities		66%	51%	50%
Greater involvement in decision making		51%	40%	33%
Better pay and benefits		67%	56%	58%
Greater recognition for the work I do		46%	37%	45%
Better leadership from senior managers		47%	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		22%	24%	27%
Better accountability for performance		19%	22%	25%
A better location		8%	14%	20%
More flexible working conditions		60%	39%	38%
Better work/life balance		55%	43%	46%
Improved facilities		23%	19%	30%
Improved technology and systems		32%	28%	38%
Better job security		19%	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		72%	57%	72%
No		24%	38%	24%
Don't Know		3%	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		18%	16%	25%
No		73%	75%	64%
Don't Know		9%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		38%	46%	63%
No		62%	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		35%	24%	35%
No		57%	68%	58%
Don't Know		7%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		18%	12%	20%
No		79%	82%	75%
Don't Know		3%	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		61%	38%	23%
Your Immediate Manager/Supervisor		13%	22%	26%
A subordinate		4%	7%	8%
Other		9%	3%	4%
Prefer not to say		13%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

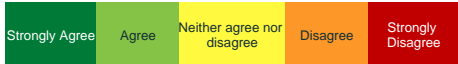
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

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	33	49	11			36%	52%
Q3. The performance development feedback I received was useful	7	34	45	11		42%	57%
Q4. I understand the performance and development framework	7	46	32	13		53%	72%
Q5. My manager makes adjustments to permit me to work flexibly	8	40	35	12		48%	68%
Q6. I feel recognised and valued for the work I do	10	49	24	14		59%	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			48%	56%
No			52%	44%
Q7. For my career to progress I will need to go outside of DPC				
Yes			57%	56%
No			43%	44%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

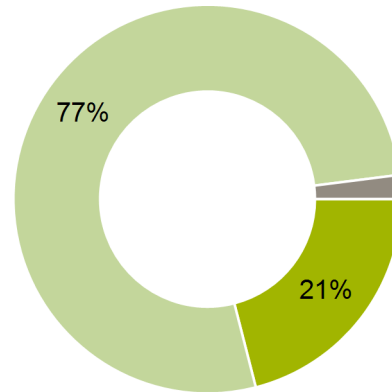
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		22%
Female		78%
Age		
<35		37%
35 - 54		53%
> 54		10%

PROFILE OF RESPONDENTS

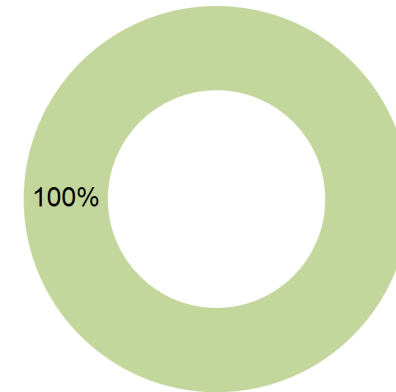


PERSONAL PROFILES

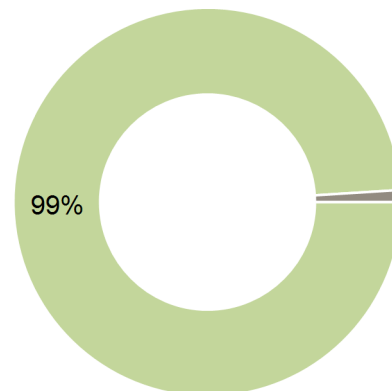
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



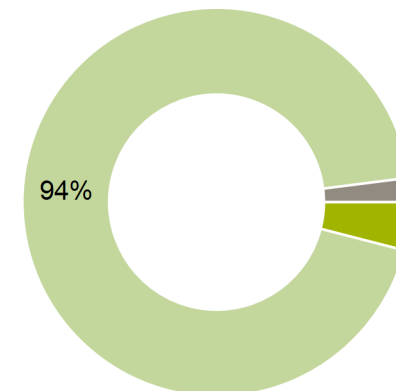
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		22%
1 - 2 years		21%
2 - 5 years		31%
5 - 10 years		19%
10 - 20 years		5%
More than 20 years		2%

PROFILE OF RESPONDENTS



WORK PROFILES

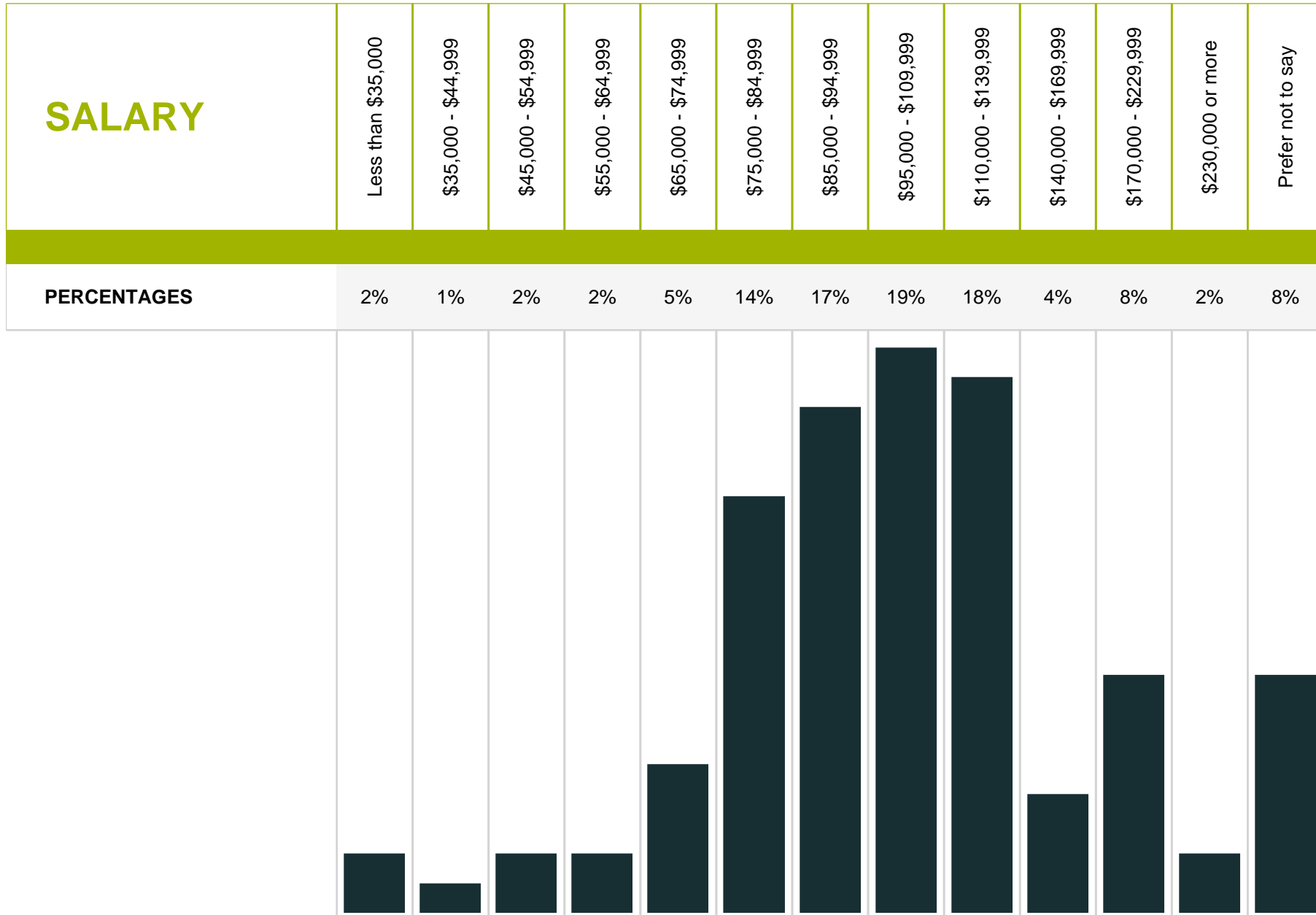
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		6%
Other service delivery work		5%
Administrative support		10%
Corporate services		10%
Policy		1%
Research		7%
Program and project management support		25%
Legal (including developing and/or reviewing legislation)		2%
Other		35%

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.

	Destination NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	132	7	6	12	13	1	9	31	2	44
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	61%
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	59%	(r)	40%
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	58%
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	65%
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	67%
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	65%

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.

	Destination NSW	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	132	2	1	2	3	6	17	21	24	22	5	10	2	10
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Destination NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	132	28	26	39	24	6	2
ENGAGEMENT	66%	(r)	(r)	66%	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	46%	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	62%	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	68%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	67%	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	70%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY 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.

	Destination NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	132	0	1	23	22	19	19	16	12	9	2	1
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY 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.

	Destination NSW	Male	Female	Other
NUMBER OF RESPONDENTS	132	27	98	0
ENGAGEMENT	66%	(r)	65%	(r)
SENIOR MANAGERS	45%	(r)	46%	(r)
COMMUNICATION	63%	(r)	63%	(r)
HIGH PERFORMANCE	70%	(r)	70%	(r)
PUBLIC SECTOR VALUES	69%	(r)	68%	(r)
DIVERSITY & INCLUSION	70%	(r)	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



WHAT'S NEXT?

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

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

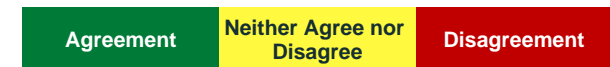
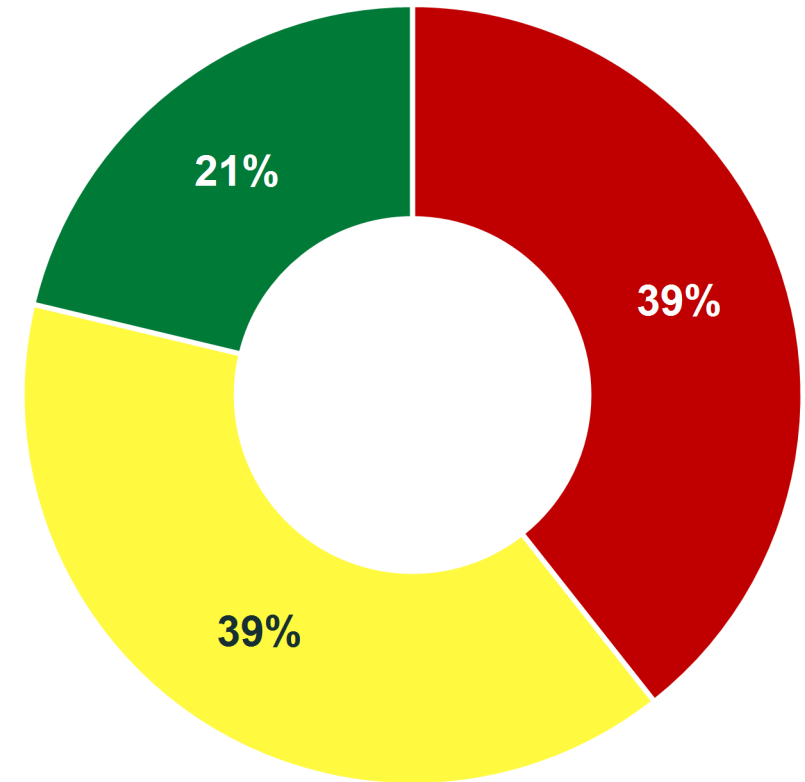
21%

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

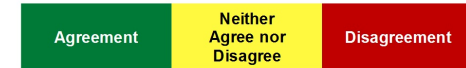
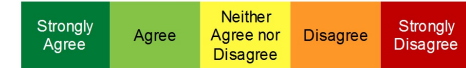
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%