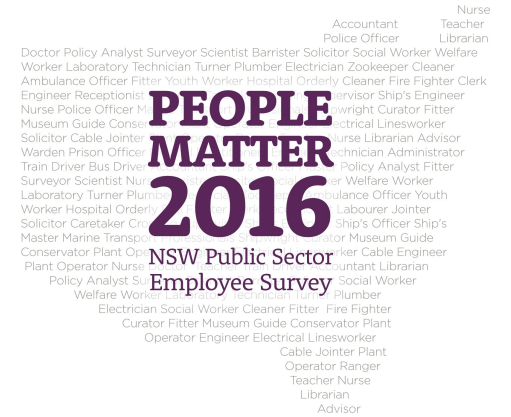


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Premier and Cabinet

Infrastructure NSW

CONTENTS OF REPORT

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

RESPONSE RATE

>100%

19 RESPONSES
OUT OF 17 EMPLOYEES

RESPONSE RATE ABOVE 100%. SEE NOTES

ENGAGEMENT INDEX

88%

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
%

1i.	I feel motivated to contribute more than what is normally required at work	100%
1h.	I look for ways to perform my job more effectively	100%
1g.	My job gives me a feeling of personal accomplishment	100%
1f.	I am provided with the support I need to optimise my contribution at work	100%
1e.	I feel I am able to suggest ideas to improve our way of doing things	100%
2e.	I receive help and support from other members of my workgroup	100%
2i.	People in my workgroup treat customers/clients with respect	100%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	100%
5a.	My manager encourages people in my workgroup to improve the quality of what they do	100%
5f.	My manager encourages and values employee input	100%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3a.	I have a current performance plan that sets out my individual objectives	21%
3c.	I have scheduled feedback conversations with my manager throughout the year	32%
3h.	I have received appropriate training and development to do my job well	47%
3k.	I would like to work in another agency within the NSW Public Sector during my career	47%
3e.	Myperformance is assessed against clear criteria	53%
3j.	I am satisfied with the opportunities available for career development in my organisation	58%
3g.	I am able to access the right learning and development opportunities as required	68%
5q.	My manager would help me to broaden my experience by supporting my movement to another organisation	71%
9b.	I have confidence in the ways my organisation resolves grievances	71%
5l.	My manager talks to me about how the values apply to my work	76%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

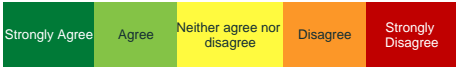
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Some key comparisons are provided.

ENGAGEMENT	88% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7o. I would recommend my organisation as a great place to work		100%	69%	60%
Q7p. I am proud to tell others I work for my organisation		100%	80%	68%
Q7q. I feel a strong personal attachment to my organisation		88%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives		100%	61%	55%
Q7s. My organisation inspires me to do the best in my job		100%	61%	55%

KEY





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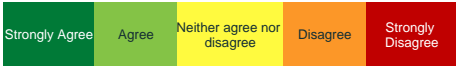
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 99% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		100%	75%	76%
Q1h. I look for ways to perform my job more effectively		100%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		100%	77%	76%
Q1j. I am satisfied with my job at the present time		95%	64%	63%

KEY





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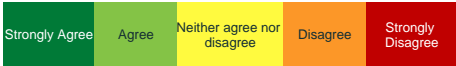
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Some key comparisons are provided.

SENIOR MANAGERS	97% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		100%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change		100%	51%	43%
Q6c. I feel that senior managers model the values of my organisation		100%	57%	48%
Q6d. Senior managers encourage innovation by employees		94%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		100%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		94%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		94%	53%	44%
Q6h. I feel that senior managers listen to employees		94%	50%	39%
Q7f. I feel that change is handled well in my organisation		94%	46%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

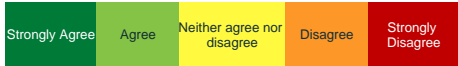
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Some key comparisons are provided.

COMMUNICATION	95% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me		94%	73%	69%
Q5f. My manager encourages and values employee input		100%	75%	69%
Q5g. My manager involves my workgroup in decisions about our work		94%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		94%	53%	44%
Q6h. I feel that senior managers listen to employees		94%	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		94%	76%	69%

KEY





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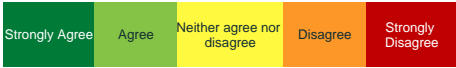
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Some key comparisons are provided.

	HIGH PERFORMANCE		91% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q1a. I understand what is expected of me to do well in my role	53	42		95%	87%	90%	
Q1b. I have the tools I need to do my job effectively	37	47	11	84%	74%	70%	
Q1c. I get the information I need to do my job well	26	58	16	84%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	63	32		95%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	50	50		100%	74%	69%	
Q2b. People in my workgroup use time and resources efficiently	47	37	11	84%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	58	32		89%	80%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	58	37		95%	79%	76%	
Q3h. I have received appropriate training and development to do my job well	11	37	42	11	47%	58%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

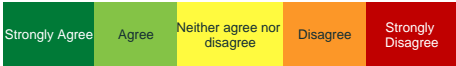
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Some key comparisons are provided.

HIGH PERFORMANCE	91% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		100%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		82%	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		94%	70%	65%
Q5j. I have confidence in the decisions my line manager makes		94%	74%	67%
Q6d. Senior managers encourage innovation by employees		94%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		100%	61%	52%
Q7d. My organisation focuses on improving the work we do		100%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		100%	67%	62%
Q7g. There is good co-operation between teams across our organisation		94%	55%	48%

KEY





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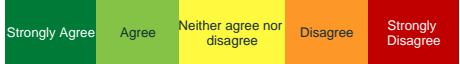
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Some key comparisons are provided.

	91% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job	53	41	94%	66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	56	44	100%	72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	71	24	94%	93%	85%

KEY





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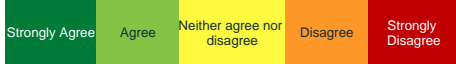
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		94% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction			95%	89%	85%
Q2b. People in my workgroup use time and resources efficiently			84%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings			95%	76%	67%
Q2h. People in my workgroup treat each other with respect			89%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect			100%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do			100%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims			82%	64%	64%
Q5d. My manager listens to what I have to say			94%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased			100%	73%	64%

KEY





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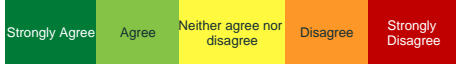
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		94% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5k. My manager treats employees with dignity and respect		71	94%	82%	76%
Q5l. My manager talks to me about how the values apply to my work		41	76%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		53	100%	55%	47%
Q6c. I feel that senior managers model the values of my organisation		53	100%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		35	94%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		35	94%	53%	44%
Q6h. I feel that senior managers listen to employees		35	94%	50%	39%
Q7a. My organisation provides high quality services		71	100%	87%	80%
Q7b. My organisation strives to match services to customer/client needs		59	100%	86%	80%

KEY





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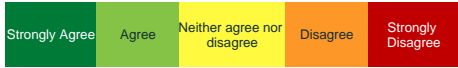
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	94% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		100%	87%	83%
Q7d. My organisation focuses on improving the work we do		100%	80%	76%
Q7h. People in my organisation take responsibility for their own actions		94%	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		88%	66%	63%

KEY





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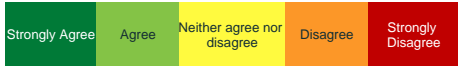
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Some key comparisons are provided.

DIVERSITY & INCLUSION	97% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	44	56	100%	63%	59%
Q5d. My manager listens to what I have to say	71	24	94%	78%	73%
Q5f. My manager encourages and values employee input	71	29	100%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	59	41	100%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	76	24	100%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	53	47	100%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	65	35	100%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	56	44	100%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	65	29	94%	76%	69%

KEY





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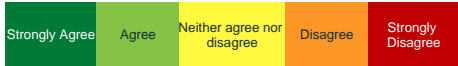
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DIVERSITY & INCLUSION

97% RESPONSE SCALE

		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		94%	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>		88%	67%	58%

KEY





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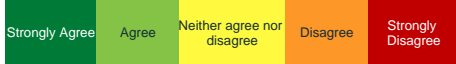
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Some key comparisons are provided.

RECRUITMENT	82% RESPONSE SCALE			AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	29	47	24	76%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	47	29	24	76%	50%	41%
Q7n. My organisation generally selects capable people to do the job	53	41		94%	66%	51%

KEY





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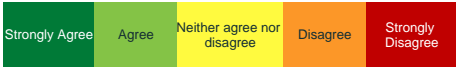
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	84%	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	35	53	88%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24	47	71%	58%	53%
Q7g. There is good co-operation between teams across our organisation	47	47	94%	55%	48%

KEY





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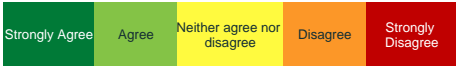
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PERFORMANCE FRAMEWORK & DEVELOPMENT

69% RESPONSE SCALE

		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		21%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		84%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		32%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		79%	64%	59%
Q3e. My performance is assessed against clear criteria		53%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		100%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		68%	57%	60%
Q3h. I have received appropriate training and development to do my job well		47%	58%	63%
Q3i. I have a strong desire to advance my career		79%	80%	69%

KEY





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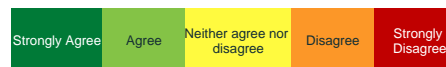
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	69% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		58%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		47%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		94%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		76%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		88%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		88%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		71%	58%	53%
Q7j. My organisation is committed to developing its employees		94%	55%	53%

KEY





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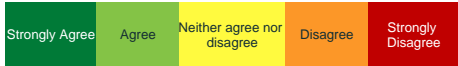
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Some key comparisons are provided.

MOBILITY	68% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		47%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		88%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		71%	58%	53%

KEY





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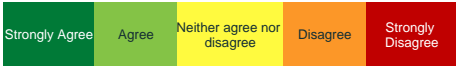
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Some key comparisons are provided.

PAY & BENEFITS 87% 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;"> 26 68 6 </div>	95%	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;"> 21 58 21 </div>	79%	66%	60%

KEY





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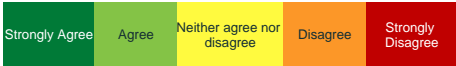
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Some key comparisons are provided.

DIVERSITY GROUPS	93% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		100%	80%	77%
Q8c. Age is not a barrier to success in my organisation		94%	72%	71%
Q8d. Disability is not a barrier to success in my organisation		88%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		94%	81%	76%
Q8f. Gender is not a barrier to success in my organisation		88%	78%	74%

KEY





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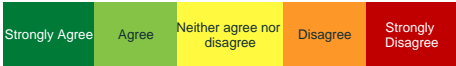
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	93% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		100%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		89%	66%	58%
Q1l. My workload is acceptable		89%	65%	55%
Q2e. I receive help and support from other members of my workgroup		100%	82%	80%
Q2f. There is good team spirit in my workgroup		84%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		94%	70%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

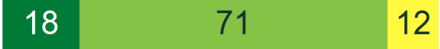
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

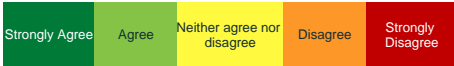
88% RESPONSE SCALE

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



AGREEMENT %	PREMIER AND CABINET	SECTOR
88%	42%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

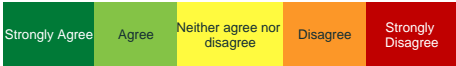
This section shows results for all the survey questions grouped by key themes.

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	84% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		88%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		71%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		94%	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		75%	60%	46%
Better skills in my workgroup		19%	23%	27%
Improved career opportunities		75%	63%	52%
Improved learning and development opportunities		63%	51%	50%
Greater involvement in decision making		25%	40%	33%
Better pay and benefits		69%	56%	58%
Greater recognition for the work I do		13%	37%	45%
Better leadership from senior managers		19%	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		6%	24%	27%
Better accountability for performance		13%	22%	25%
A better location		13%	14%	20%
More flexible working conditions		25%	39%	38%
Better work/life balance		25%	43%	46%
Improved facilities		13%	19%	30%
Improved technology and systems		31%	28%	38%
Better job security		50%	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		41%	57%	72%
No		47%	38%	24%
Don't Know		12%	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				
No		100%	75%	64%



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		6%	24%	35%
No		94%	68%	58%
Q10d. In the last 12 months I have been the subjected to bullying at work				
No		100%	82%	75%



EXPLORE THE FULL SURVEY RESULTS

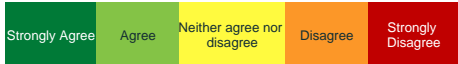
This section shows results for all the survey questions grouped by key themes.

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	25	25	50			50%	52%
Q3. The performance development feedback I received was useful	19	44	38			63%	57%
Q4. I understand the performance and development framework	19	50	25			69%	72%
Q5. My manager makes adjustments to permit me to work flexibly	38	44	19			81%	68%
Q6. I feel recognised and valued for the work I do	44	44	13			88%	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			79%	56%
No			21%	44%
Q7. For my career to progress I will need to go outside of DPC				
Yes			31%	56%
No			69%	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.

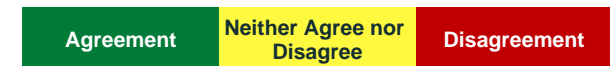
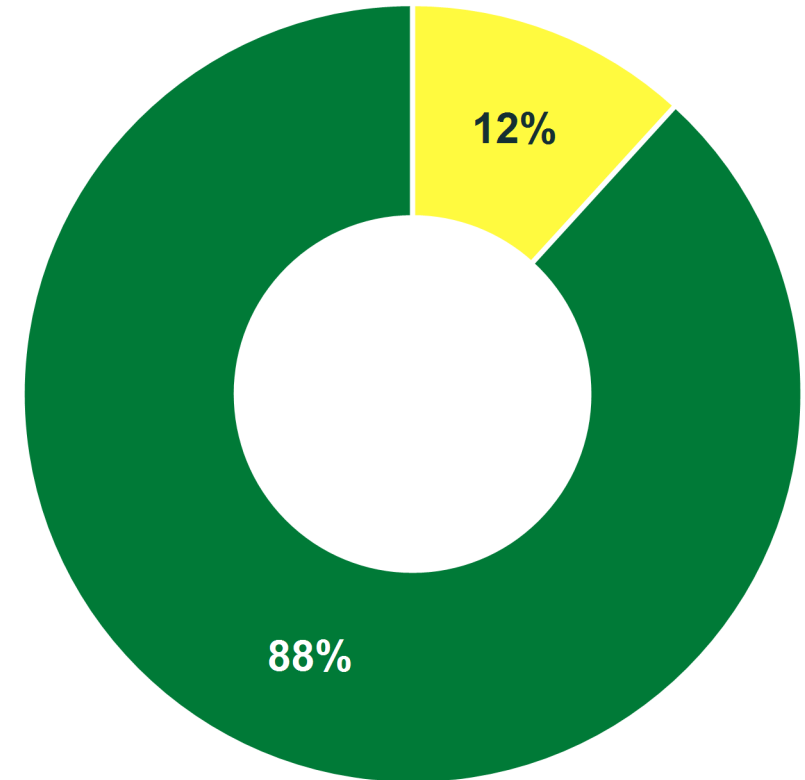
88%

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

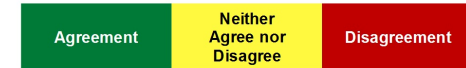
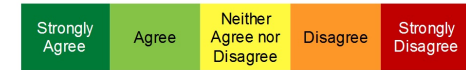
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%