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

RESPONSE RATE

90%

18 RESPONSES
OUT OF 20 EMPLOYEES

ENGAGEMENT INDEX

63%

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
%

8d. Disability is not a barrier to success in my organisation	100%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	100%
1b. I have the tools I need to do my job effectively	94%
2i. People in my workgroup treat customers/clients with respect	94%
3b. I have informal feedback conversations with my manager throughout the year	94%
3c. I have scheduled feedback conversations with my manager throughout the year	94%
7c. My organisation strives to earn and sustain a high level of public trust	94%
7d. My organisation focuses on improving the work we do	94%
7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	94%
1h. I look for ways to perform my job more effectively	89%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

5n. My manager appropriately deals with employees who perform poorly	33%
3j. I am satisfied with the opportunities available for career development in my organisation	39%
6b. I feel that senior leaders effectively lead and manage change	39%
6h. I feel that senior managers listen to employees	39%
6c. I feel that senior managers model the values of my organisation	44%
1j. I am satisfied with my job at the present time	50%
2b. People in my workgroup use time and resources efficiently	50%
7o. I would recommend my organisation as a great place to work	50%
7q. I feel a strong personal attachment to my organisation	50%
9b. I have confidence in the ways my organisation resolves grievances	50%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

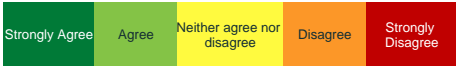
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	63% RESPONSE SCALE					AGREEMENT %	PMES 2014	PREMIER AND CABINET	SECTOR
Q7o. I would recommend my organisation as a great place to work	17	33	22	17	11	50%	58%	69%	60%
Q7p. I am proud to tell others I work for my organisation	33	28	17	17		61%	67%	80%	68%
Q7q. I feel a strong personal attachment to my organisation	44		28	11	11	50%	42%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives	28	28	17	22		56%	67%	61%	55%
Q7s. My organisation inspires me to do the best in my job	33	22	11	33		56%	75%	61%	55%

KEY





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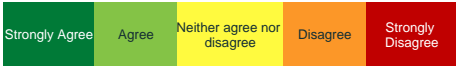
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ENGAGEMENT WITH WORK	65% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		61%	75%	76%
Q1h. I look for ways to perform my job more effectively		89%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		61%	77%	76%
Q1j. I am satisfied with my job at the present time		50%	64%	63%

KEY





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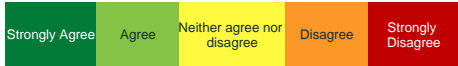
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SENIOR MANAGERS	60% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		67%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change		39%	51%	43%
Q6c. I feel that senior managers model the values of my organisation		44%	57%	48%
Q6d. Senior managers encourage innovation by employees		72%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		89%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		78%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		56%	53%	44%
Q6h. I feel that senior managers listen to employees		39%	50%	39%
Q7f. I feel that change is handled well in my organisation		61%	46%	41%

KEY





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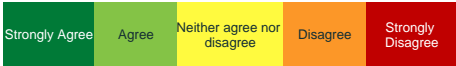
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Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me		67%	73%	69%
Q5f. My manager encourages and values employee input		67%	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		56%	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		78%	76%	69%

KEY





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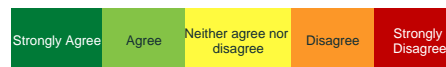
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HIGH PERFORMANCE	76% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1a. I understand what is expected of me to do well in my role		78%	87%	90%
Q1b. I have the tools I need to do my job effectively		94%	74%	70%
Q1c. I get the information I need to do my job well		61%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		89%	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		50%	72%	70%
Q2c. My team works collaboratively to achieve its objectives		78%	80%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		78%	79%	76%
Q3h. I have received appropriate training and development to do my job well		67%	58%	63%

KEY





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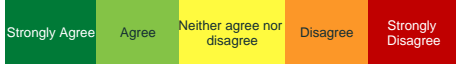
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Some key comparisons are provided.

HIGH PERFORMANCE	76% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		89%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		78%	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		67%	70%	65%
Q5j. I have confidence in the decisions my line manager makes		67%	74%	67%
Q6d. Senior managers encourage innovation by employees		72%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		89%	61%	52%
Q7d. My organisation focuses on improving the work we do		94%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		72%	67%	62%
Q7g. There is good co-operation between teams across our organisation		56%	55%	48%

KEY





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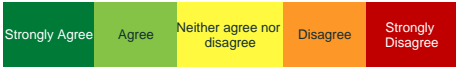
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HIGH PERFORMANCE	76% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job		78%	66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		61%	72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		100%	93%	85%

KEY





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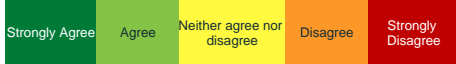
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PUBLIC SECTOR VALUES		72% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction		50	33	11	83%	89%	85%		
Q2b. People in my workgroup use time and resources efficiently		11	39	17	28	5	50%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		17	44	22	11	4	61%	76%	67%
Q2h. People in my workgroup treat each other with respect		17	44	11	22	4	61%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect		39	56	5	0	0	94%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		28	61	11	0	0	89%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		22	56	11	11	0	78%	64%	64%
Q5d. My manager listens to what I have to say		28	50	11	11	0	78%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		28	50	17	5	0	78%	73%	64%

KEY





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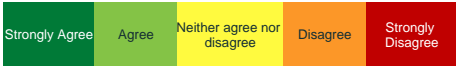
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PUBLIC SECTOR VALUES		72% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR			
Q5k. My manager treats employees with dignity and respect	17	50	11	11	11	67%	82%	76%
Q5l. My manager talks to me about how the values apply to my work		50	17	22		56%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		61	11	11	11	67%	55%	47%
Q6c. I feel that senior managers model the values of my organisation		39	17	17	22	44%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	33	44	17			78%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	17	39	33			56%	53%	44%
Q6h. I feel that senior managers listen to employees	33		33	22		39%	50%	39%
Q7a. My organisation provides high quality services	50	39	11			89%	87%	80%
Q7b. My organisation strives to match services to customer/client needs	61	28				89%	86%	80%

KEY





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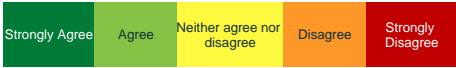
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	61	33	94%	87%	83%
Q7d. My organisation focuses on improving the work we do	61	33	94%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	11	44	22	17	56%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	39	39	22	78%	66%

KEY





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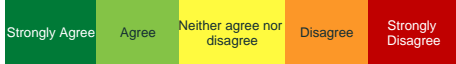
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Some key comparisons are provided.

DIVERSITY & INCLUSION	74% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	28	28	28	11	56%	63%	59%
Q5d. My manager listens to what I have to say	28	50	11	11	78%	78%	73%
Q5f. My manager encourages and values employee input	28	39	17	11	67%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	11	67	17	17	78%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	28	50	17	17	78%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	22	39	17	22	61%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	28	56	11	11	83%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	39	22	17	61%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	61	11	11	78%	76%	69%

KEY





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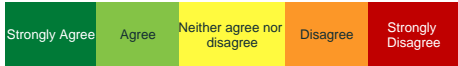
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DIVERSITY & INCLUSION		74% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	44	56		100%	93%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	56	22	78%	67%	58%

KEY





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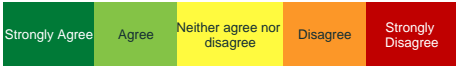
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Some key comparisons are provided.

RECRUITMENT	69% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	11	61	17	11	72%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	11	44	28	17	56%	50%	41%
Q7n. My organisation generally selects capable people to do the job		72	22		78%	66%	51%

KEY





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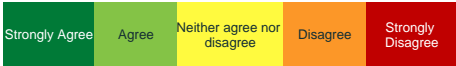
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	63%	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	50	22	72%	61%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	39	33	61%	58%	53%	
Q7g. There is good co-operation between teams across our organisation	17	39	22	17	56%	55%	48%

KEY





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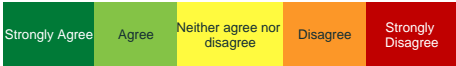
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	74% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		83%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		94%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		94%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		78%	64%	59%
Q3e. My performance is assessed against clear criteria		67%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		78%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		67%	57%	60%
Q3h. I have received appropriate training and development to do my job well		67%	58%	63%
Q3i. I have a strong desire to advance my career		89%	80%	69%

KEY





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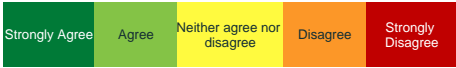
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PERFORMANCE FRAMEWORK & DEVELOPMENT	74% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	17	22	28	22	11	39%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	56	11			83%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	28	61				89%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	11	22	33	22	11	33%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17	61	17			78%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	50	22			72%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	39	33			61%	58%	53%
Q7j. My organisation is committed to developing its employees	33	44	17			78%	55%	53%

KEY





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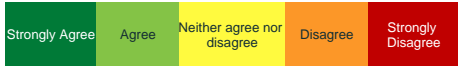
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Some key comparisons are provided.

MOBILITY	72% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	56	11	83%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	50	22	72%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	39	33	61%	58%	53%

KEY





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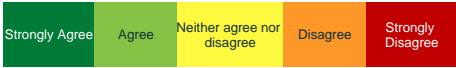
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PAY & BENEFITS 86% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q4a. I am paid fairly for the work I do	28 56 11	83%	66%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	28 61	89%	66%

KEY





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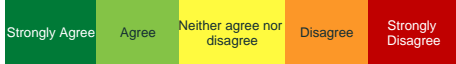
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DIVERSITY GROUPS	87% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		89%	80%	77%
Q8c. Age is not a barrier to success in my organisation		89%	72%	71%
Q8d. Disability is not a barrier to success in my organisation		100%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		78%	81%	76%
Q8f. Gender is not a barrier to success in my organisation		78%	78%	74%

KEY





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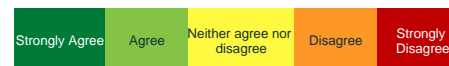
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Some key comparisons are provided.

WORKPLACE SUPPORT	70% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		56%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		61%	66%	58%
Q1l. My workload is acceptable		72%	65%	55%
Q2e. I receive help and support from other members of my workgroup		83%	82%	80%
Q2f. There is good team spirit in my workgroup		56%	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.

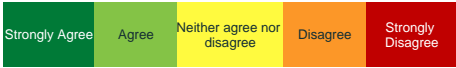
ACTION ABOUT SURVEY RESULTS

56% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

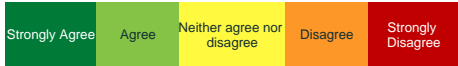
This section shows results for all the survey questions grouped by key themes.

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	67% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	39	39	22		78%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11	39	28	22	50%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	28	44	17	11	72%	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		28%	23%	27%
Improved career opportunities		67%	63%	52%
Improved learning and development opportunities		33%	51%	50%
Greater involvement in decision making		39%	40%	33%
Better pay and benefits		50%	56%	58%
Greater recognition for the work I do		33%	37%	45%
Better leadership from senior managers		61%	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		28%	24%	27%
Better accountability for performance		28%	22%	25%
A better location		17%	14%	20%
More flexible working conditions		50%	39%	38%
Better work/life balance		33%	43%	46%
Improved facilities		6%	19%	30%
Improved technology and systems		11%	28%	38%
Better job security		17%	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		83%	57%	72%
No		6%	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		6%	16%	25%
No		78%	75%	64%
Don't Know		17%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PREMIER AND CABINET	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		50%	24%	35%
No		39%	68%	58%
Don't Know		11%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		28%	12%	20%
No		56%	82%	75%
Don't Know		17%	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.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
Other	The data for this question has been hidden for anonymity reasons.			



EXPLORE THE FULL SURVEY RESULTS

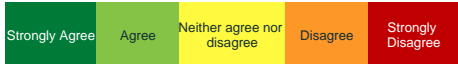
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PREMIER AND CABINET QUESTIONS	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET
Q1. During my last performance evaluation my manager helped me to focus on improving my performance		83%	52%
Q3. The performance development feedback I received was useful		78%	57%
Q4. I understand the performance and development framework		83%	72%
Q5. My manager makes adjustments to permit me to work flexibly		78%	68%
Q6. I feel recognised and valued for the work I do		56%	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			50%	56%
No			50%	44%
Q7. For my career to progress I will need to go outside of DPC				
Yes			71%	56%
No			29%	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.

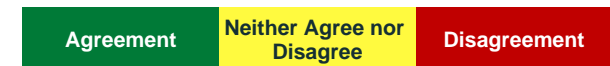
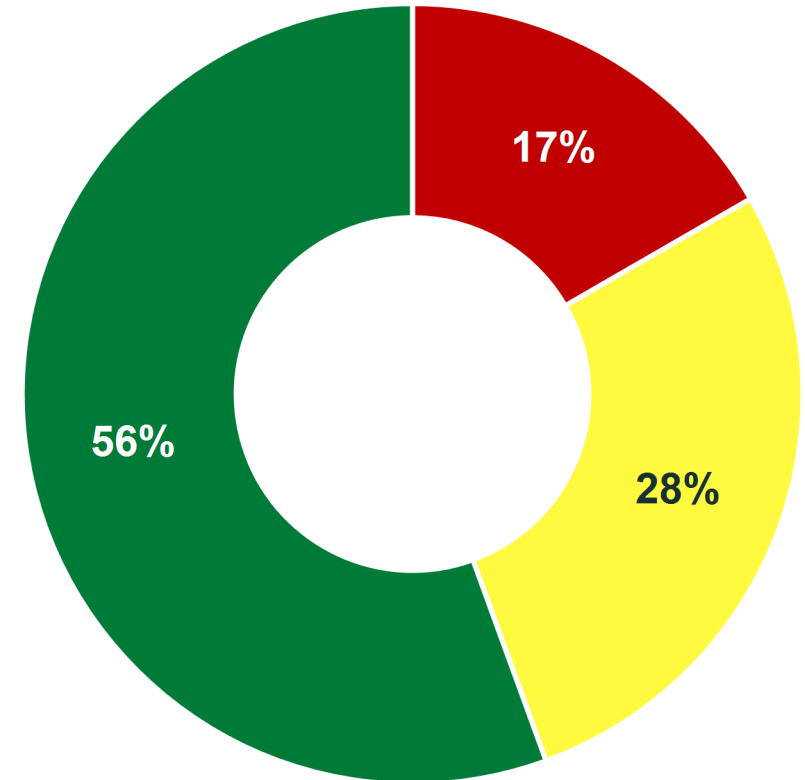
56%

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

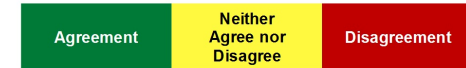
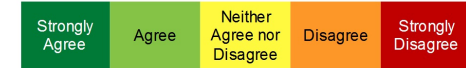
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%