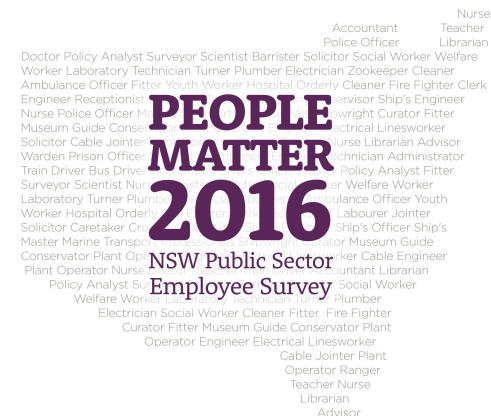


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Premier and Cabinet

Office of Sport

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
COMPARISONS	5
ALL QUESTIONS	6
PROFILE OF RESPONDENTS	36
DEMOGRAPHIC RESULTS	41
TAKING ACTION	46
GUIDE TO THIS REPORT	47

RESPONSE RATE

62%

435 RESPONSES
OUT OF 698 EMPLOYEES

ENGAGEMENT INDEX

67%

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

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	95%
2i.	People in my workgroup treat customers/clients with respect	91%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	90%
2a.	My workgroup strives to achieve customer/client satisfaction	88%
1a.	I understand what is expected of me to do well in my role	86%
7b.	My organisation strives to match services to customer/client needs	86%
1d.	I feel I make a contribution to achieving the organisation's objectives	85%
7a.	My organisation provides high quality services	84%
7c.	My organisation strives to earn and sustain a high level of public trust	82%
8b.	Cultural background is not a barrier to success in my organisation	80%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15.	I believe action will be taken on the results from this survey by my organisation	25%
3j.	I am satisfied with the opportunities available for career development in my organisation	29%
7f.	I feel that change is handled well in my organisation	37%
6h.	I feel that senior managers listen to employees	38%
5n.	My manager appropriately deals with employees who perform poorly	38%
7l.	My organisation's processes for recruiting employees are efficient	38%
7j.	My organisation is committed to developing its employees	38%
6b.	I feel that senior leaders effectively lead and manage change	39%
6a.	I believe senior managers provide clear direction for the future of the organisation	39%
9b.	I have confidence in the ways my organisation resolves grievances	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'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Office of Sport, using the same key question groups.

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

	Office of Sport	Sport and Recreation	Sydney Olympic Park Authority	Venues NSW	Strategic and Business Services	Institute of Sport
NUMBER OF RESPONDENTS	435	202	110	32	49	33
ENGAGEMENT	67%	61%	75%	68%	59%	82%
SENIOR MANAGERS	43%	23%	66%	47%	44%	79%
COMMUNICATION	61%	49%	74%	60%	68%	83%
HIGH PERFORMANCE	66%	57%	77%	66%	69%	87%
PUBLIC SECTOR VALUES	66%	56%	79%	66%	67%	86%
DIVERSITY & INCLUSION	70%	62%	79%	67%	73%	87%

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 10 RESPONDENTS



EXPLORE THE FULL SURVEY RESULTS

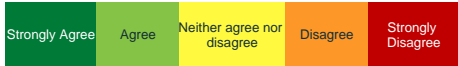
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Some key comparisons are provided.

ENGAGEMENT	67% RESPONSE SCALE	AGREEMENT %	PMES 2014	PREMIER AND CABINET	SECTOR
Q7o. I would recommend my organisation as a great place to work		62%	71%	69%	60%
Q7p. I am proud to tell others I work for my organisation		74%	82%	80%	68%
Q7q. I feel a strong personal attachment to my organisation		74%	78%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives		52%	63%	61%	55%
Q7s. My organisation inspires me to do the best in my job		50%	59%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

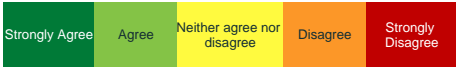
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 75% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		73%	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		73%	77%	76%
Q1j. I am satisfied with my job at the present time		59%	64%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

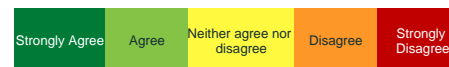
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Some key comparisons are provided.

SENIOR MANAGERS	43% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	28	24	17	20	39%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	28	24	18	19	39%	51%	43%
Q6c. I feel that senior managers model the values of my organisation	11	33	27	12	17	44%	57%	48%
Q6d. Senior managers encourage innovation by employees	10	31	31	15	13	41%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	32	32	12	13	44%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	40	21	10	11	58%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	21	15	19	45%	53%	44%
Q6h. I feel that senior managers listen to employees	8	30	25	18	19	38%	50%	39%
Q7f. I feel that change is handled well in my organisation	11	26	25	20	18	37%	46%	41%

KEY





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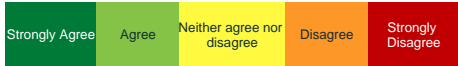
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Some key comparisons are provided.

COMMUNICATION	61% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me	29	43	16			72%	73%	69%
Q5f. My manager encourages and values employee input	31	41	17			72%	75%	69%
Q5g. My manager involves my workgroup in decisions about our work	26	39	23	7		65%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	21	15	19	45%	53%	44%
Q6h. I feel that senior managers listen to employees	8	30	25	18	19	38%	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	52	12			76%	76%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

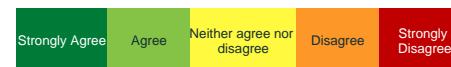
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Some key comparisons are provided.

	HIGH PERFORMANCE				66% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1a. I understand what is expected of me to do well in my role	41	45	7		86%	87%	90%	
Q1b. I have the tools I need to do my job effectively	18	52	16	12	69%	74%	70%	
Q1c. I get the information I need to do my job well	15	50	20	12	65%	69%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	37	48	10		85%	86%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25	43	18	8	69%	74%	69%	
Q2b. People in my workgroup use time and resources efficiently	25	44	19	9	69%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	29	47	12	8	76%	80%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	27	48	17		75%	79%	76%	
Q3h. I have received appropriate training and development to do my job well	14	45	23	11	60%	58%	63%	

KEY





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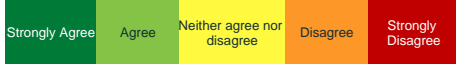
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Some key comparisons are provided.

HIGH PERFORMANCE	66% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		71%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		63%	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		65%	70%	65%
Q5j. I have confidence in the decisions my line manager makes		70%	74%	67%
Q6d. Senior managers encourage innovation by employees		41%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		44%	61%	52%
Q7d. My organisation focuses on improving the work we do		72%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		58%	67%	62%
Q7g. There is good co-operation between teams across our organisation		43%	55%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

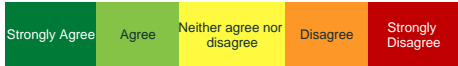
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Some key comparisons are provided.

	HIGH PERFORMANCE					66% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	45	26	10	10		54%	66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	52	20	8			69%	72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	57	9				90%	93%	85%

KEY





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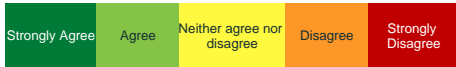
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		66% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		44	88%	89%	85%
Q2b. People in my workgroup use time and resources efficiently		25	69%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		26	70%	76%	67%
Q2h. People in my workgroup treat each other with respect		30	76%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect		46	91%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		23	71%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		19	63%	64%	64%
Q5d. My manager listens to what I have to say		31	75%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		28	68%	73%	64%

KEY





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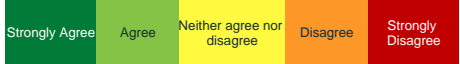
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5k. My manager treats employees with dignity and respect		79%	82%	76%
Q5l. My manager talks to me about how the values apply to my work		57%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		39%	55%	47%
Q6c. I feel that senior managers model the values of my organisation		44%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		58%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		45%	53%	44%
Q6h. I feel that senior managers listen to employees		38%	50%	39%
Q7a. My organisation provides high quality services		84%	87%	80%
Q7b. My organisation strives to match services to customer/client needs		86%	86%	80%

KEY





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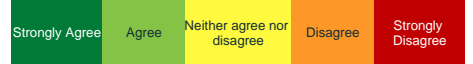
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	34	48	13			82%	87%	83%
Q7d. My organisation focuses on improving the work we do	26	46	19			72%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	7	37	30	15	11	44%	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	42	26		9	58%	66%	63%

KEY





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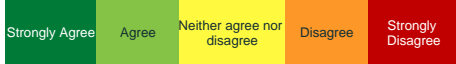
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Some key comparisons are provided.

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		57%	63%	59%
Q5d. My manager listens to what I have to say		75%	78%	73%
Q5f. My manager encourages and values employee input		72%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		70%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		68%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		46%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		78%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		69%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	76%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

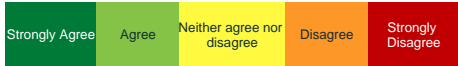
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Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	57	9	90%	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>	26	46	17	72%	67%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

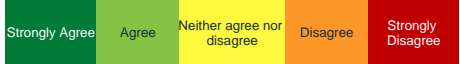
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Some key comparisons are provided.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	7	31	27	20	16	38%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	38	26	13	14	47%	50%	41%
Q7n. My organisation generally selects capable people to do the job	9	45	26	10	10	54%	66%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

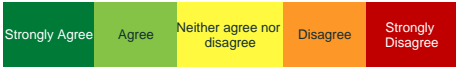
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	53%	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	39	29	59%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	40	34	56%	58%	53%
Q7g. There is good co-operation between teams across our organisation	11	32	23	43%	55%	48%

KEY





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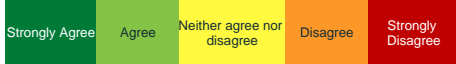
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		73%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		74%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		63%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	64%	59%
Q3e. My performance is assessed against clear criteria		60%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		74%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		50%	57%	60%
Q3h. I have received appropriate training and development to do my job well		60%	58%	63%
Q3i. I have a strong desire to advance my career		74%	80%	69%

KEY





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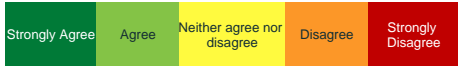
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		29%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		43%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		70%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		38%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		58%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		59%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		56%	58%	53%
Q7j. My organisation is committed to developing its employees		38%	55%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

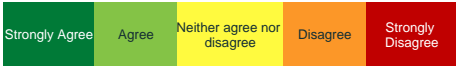
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Some key comparisons are provided.

MOBILITY	53% RESPONSE SCALE					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	25	36	14		43%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	39	29			59%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	40	34			56%	58%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

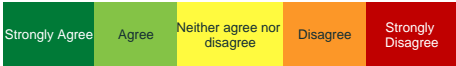
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Some key comparisons are provided.

PAY & BENEFITS	63% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q4a. I am paid fairly for the work I do	11	52	18	13	63%	66%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	11	52	21	12	63%	66%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

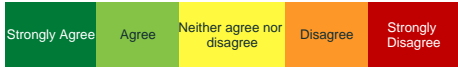
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

DIVERSITY GROUPS	74% RESPONSE SCALE				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	25	55	16		80%	80%	77%
Q8c. Age is not a barrier to success in my organisation	22	49	19	8	70%	72%	71%
Q8d. Disability is not a barrier to success in my organisation	22	49	26		71%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	26	52	21		78%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	25	47	22		72%	78%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

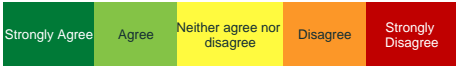
This section shows results for all the survey questions grouped by key themes.

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 SUPPORT	65% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		57%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		59%	66%	58%
Q1l. My workload is acceptable		62%	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		66%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		66%	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

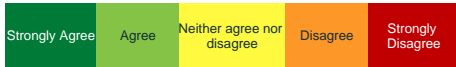
25% RESPONSE SCALE

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



AGREEMENT %	PREMIER AND CABINET	SECTOR
25%	42%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

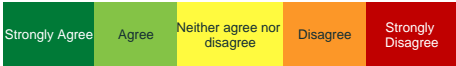
This section shows results for all the survey questions grouped by key themes.

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	49% RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15 42 26 9	58%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11 30 35 13 12	40%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	14 35 28 11 11	49%	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		52%	60%	46%
Better skills in my workgroup		21%	23%	27%
Improved career opportunities		58%	63%	52%
Improved learning and development opportunities		51%	51%	50%
Greater involvement in decision making		36%	40%	33%
Better pay and benefits		52%	56%	58%
Greater recognition for the work I do		32%	37%	45%
Better leadership from senior managers		44%	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		25%	24%	27%
Better accountability for performance		27%	22%	25%
A better location		19%	14%	20%
More flexible working conditions		30%	39%	38%
Better work/life balance		38%	43%	46%
Improved facilities		21%	19%	30%
Improved technology and systems		33%	28%	38%
Better job security		53%	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		58%	57%	72%
No		39%	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		27%	16%	25%
No		63%	75%	64%
Don't Know		10%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		51%	46%	63%
No		49%	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		26%	24%	35%
No		66%	68%	58%
Don't Know		8%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		16%	12%	20%
No		77%	82%	75%
Don't Know		7%	6%	5%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PREMIER AND CABINET	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		41%	38%	23%
Your Immediate Manager/Supervisor		22%	22%	26%
A fellow worker at your level		19%	16%	25%
A subordinate		11%	7%	8%
Other		2%	3%	4%
Prefer not to say		6%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

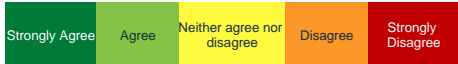
This section shows results for all the survey questions grouped by key themes.

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	10	39	35	10		49%	52%
Q3. The performance development feedback I received was useful	11	40	34	9		51%	57%
Q4. I understand the performance and development framework	17	59	18			77%	72%
Q5. My manager makes adjustments to permit me to work flexibly	18	53	19			71%	68%
Q6. I feel recognised and valued for the work I do	19	42	25	8		61%	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			55%	56%
No			45%	44%
Q7. For my career to progress I will need to go outside of DPC				
Yes			55%	56%
No			45%	44%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

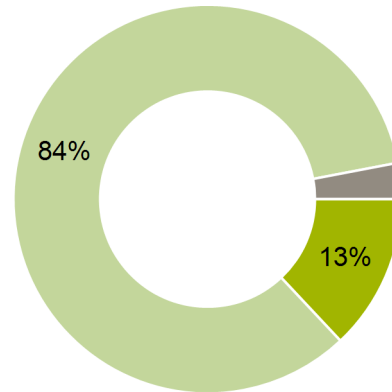
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		51%
Female		48%
Other		1%
Age		
<35		20%
35 - 54		59%
> 54		21%

PROFILE OF RESPONDENTS

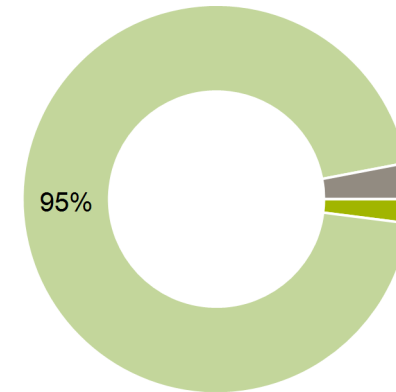


PERSONAL PROFILES

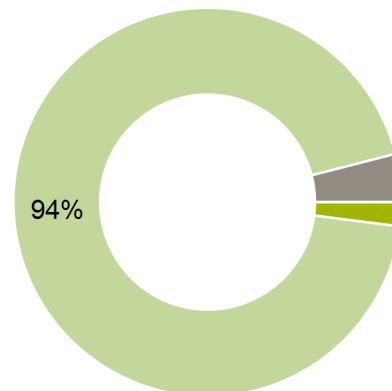
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



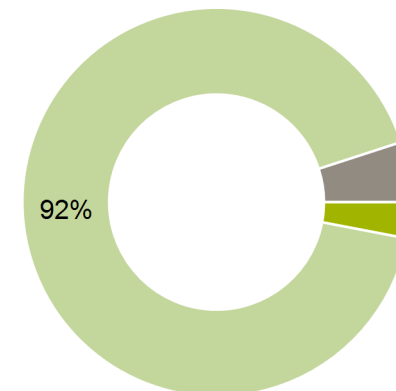
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		8%
1 - 2 years		11%
2 - 5 years		19%
5 - 10 years		23%
10 - 20 years		31%
More than 20 years		8%

PROFILE OF RESPONDENTS



WORK PROFILES

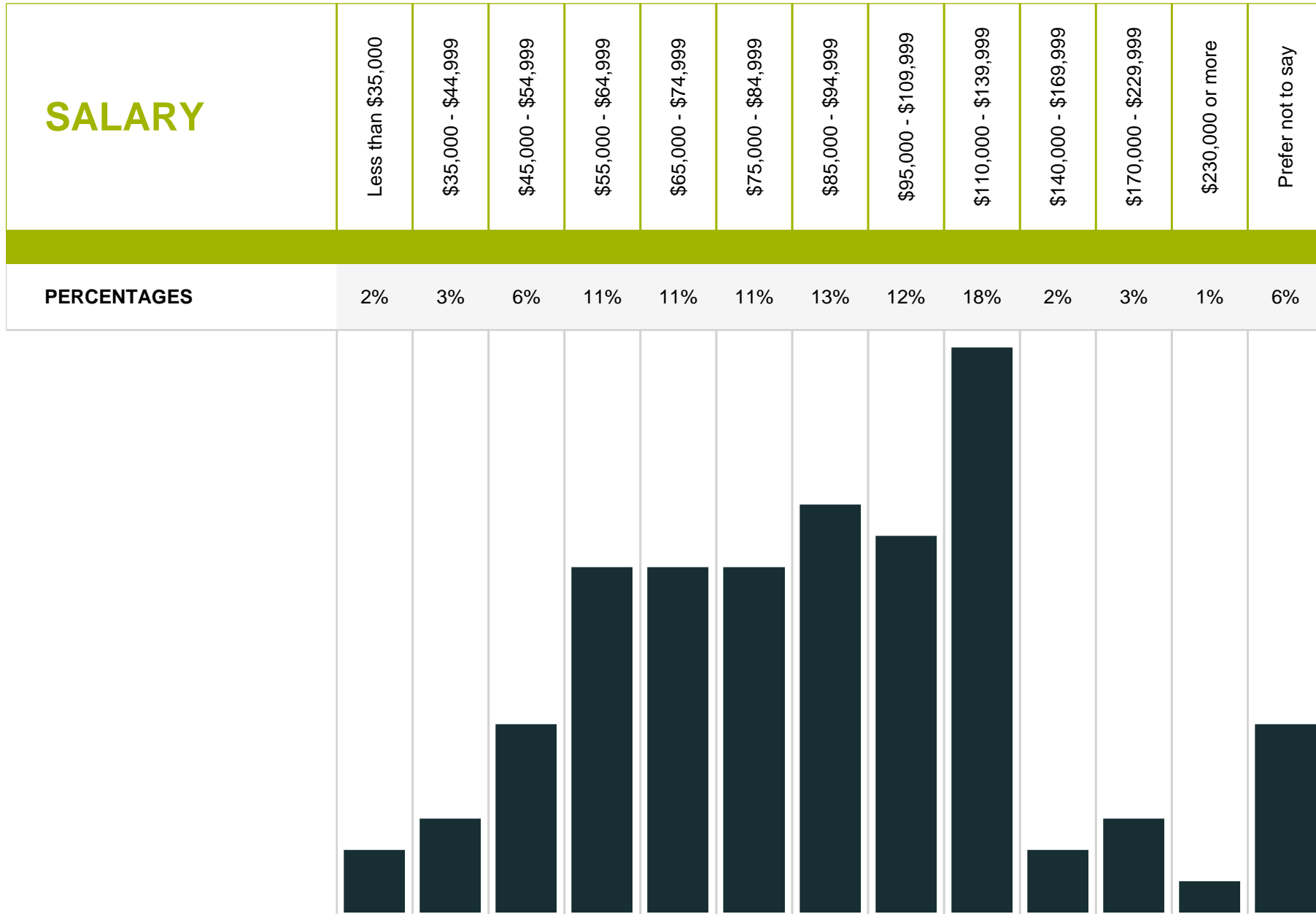
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		31%
Other service delivery work		15%
Administrative support		11%
Corporate services		15%
Policy		2%
Research		1%
Program and project management support		12%
Legal (including developing and/or reviewing legislation)		1%
Other		14%

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.

	Office of Sport	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	435	122	59	44	59	6	3	48	3	56
ENGAGEMENT	67%	64%	74%	68%	62%	(r)	(r)	63%	(r)	74%
SENIOR MANAGERS	43%	34%	54%	45%	47%	(r)	(r)	42%	(r)	51%
COMMUNICATION	61%	55%	70%	57%	64%	(r)	(r)	63%	(r)	66%
HIGH PERFORMANCE	66%	64%	74%	63%	67%	(r)	(r)	63%	(r)	72%
PUBLIC SECTOR VALUES	66%	64%	76%	64%	64%	(r)	(r)	64%	(r)	72%
DIVERSITY & INCLUSION	70%	66%	78%	68%	70%	(r)	(r)	72%	(r)	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Office of Sport	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	435	7	11	22	45	45	45	53	49	72	7	12	5	24
ENGAGEMENT	67%	(r)	(r)	(r)	70%	59%	65%	63%	66%	68%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	48%	34%	42%	29%	42%	46%	(r)	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	62%	50%	62%	51%	62%	69%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	67%	56%	65%	61%	70%	69%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	69%	55%	67%	60%	71%	70%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	70%	61%	71%	62%	72%	76%	(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.

	Office of Sport	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	435	32	41	73	90	121	33
ENGAGEMENT	67%	68%	59%	75%	64%	66%	69%
SENIOR MANAGERS	43%	59%	47%	58%	43%	36%	23%
COMMUNICATION	61%	74%	70%	70%	58%	54%	61%
HIGH PERFORMANCE	66%	76%	69%	76%	65%	62%	62%
PUBLIC SECTOR VALUES	66%	74%	66%	77%	65%	63%	62%
DIVERSITY & INCLUSION	70%	79%	75%	78%	70%	63%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

	Office of Sport	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	435	2	7	28	43	53	59	68	53	47	26	10
ENGAGEMENT	67%	(r)	(r)	(r)	56%	67%	63%	66%	69%	71%	(r)	(r)
SENIOR MANAGERS	43%	(r)	(r)	(r)	36%	41%	44%	39%	41%	47%	(r)	(r)
COMMUNICATION	61%	(r)	(r)	(r)	61%	58%	60%	60%	60%	66%	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	64%	67%	66%	63%	66%	68%	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	64%	67%	65%	64%	67%	68%	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	(r)	68%	68%	70%	68%	69%	73%	(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.

	Office of Sport	Male	Female	Other
NUMBER OF RESPONDENTS	435	204	191	4
ENGAGEMENT	67%	68%	66%	(r)
SENIOR MANAGERS	43%	43%	44%	(r)
COMMUNICATION	61%	63%	61%	(r)
HIGH PERFORMANCE	66%	69%	66%	(r)
PUBLIC SECTOR VALUES	66%	69%	66%	(r)
DIVERSITY & INCLUSION	70%	72%	70%	(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.

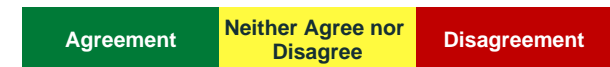
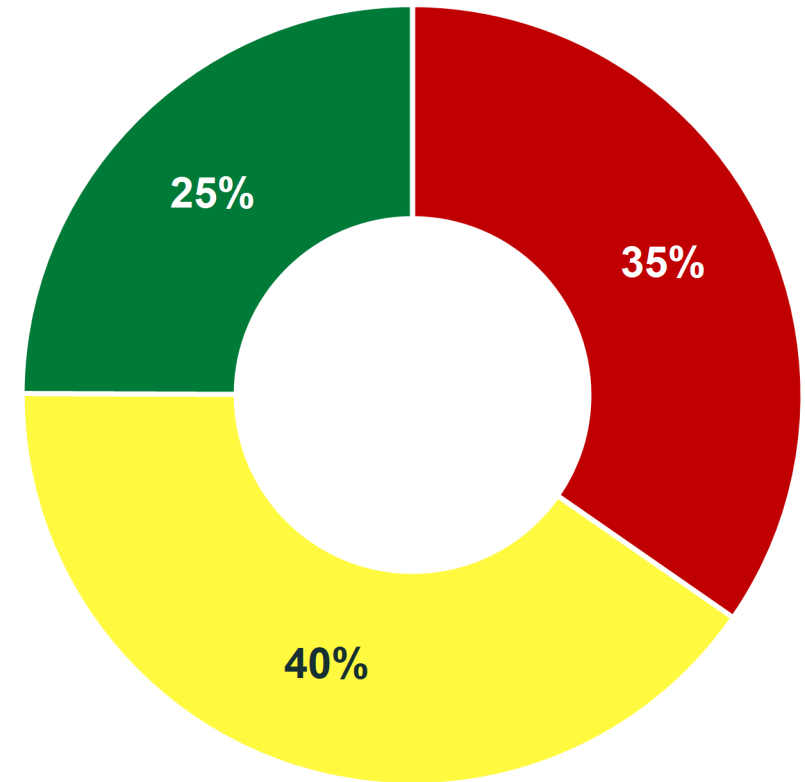
25%

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

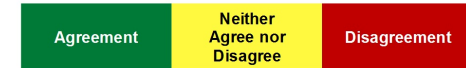
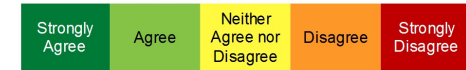
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%