PEOPLE MATTER 2016

NSW Public Sector Employee Survey

Premier and Cabinet

Parliamentary Counsel's Office

CONTENTS

CONTENTS OF REPORT

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

RESPONSE RATE

82%

45 RESPONSES OUT OF 55 EMPLOYEES

ENGAGEMENT INDEX

73%

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.

+	HIGHEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7a.	My organisation provides high quality services	**100%**
7b.	My organisation strives to match services to customer/client needs	**100%**
7c.	My organisation strives to earn and sustain a high level of public trust	**100%**
7d.	My organisation focuses on improving the work we do	**98%**
1d.	I feel I make a contribution to achieving the organisation's objectives	**96%**
2i.	People in my workgroup treat customers/clients with respect	**93%**
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	**93%**
2a.	My workgroup strives to achieve customer/client satisfaction	**91%**
1h.	I look for ways to perform my job more effectively	**89%**
1a.	I understand what is expected of me to do well in my role	**89%**

-	LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
5q.	My manager would help me to broaden my experience by supporting my movement to another organisation	**26%**
5p.	My manager would help me to broaden my experience by supporting my movement to another role	**30%**
5n.	My manager appropriately deals with employees who perform poorly	**33%**
6g.	I feel that senior managers keep employees informed about what's going on	**38%**
5g.	My manager involves my workgroup in decisions about our work	**39%**
15.	I believe action will be taken on the results from this survey by my organisation	**39%**
3c.	I have scheduled feedback conversations with my manager throughout the year	**43%**
9b.	I have confidence in the ways my organisation resolves grievances	**43%**
3j.	I am satisfied with the opportunities available for career development in my organisation	**45%**
5l.	My manager talks tome about how the values apply to my work	**47%**

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'.
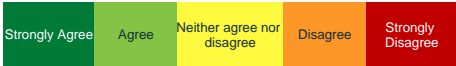
EXPLORE THE FULL SURVEY RESULTS

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	73% RESPONSE SCALE	AGREEMENT %	PMES 2014	PREMIER AND CABINET	SECTOR
Q7o. I would recommend my organisation as a great place to work	32 | 34 | 27	66%	74%	69%	60%
Q7p. I am proud to tell others I work for my organisation	43 | 30 | 25	73%	74%	80%	68%
Q7q. I feel a strong personal attachment to my organisation	39 | 25 | 30	64%	69%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives	32 | 25 | 34	57%	65%	61%	55%
Q7s. My organisation inspires me to do the best in my job	30 | 32 | 30	61%	71%	61%	55%

KEY

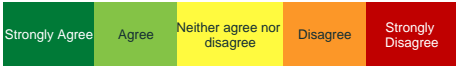| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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ENGAGEMENT WITH WORK — **76%** RESPONSE SCALE

	Chart	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	33 / 40 / 18	73%	75%	76%
Q1h. I look for ways to perform my job more effectively	44 / 44 / 11	89%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	40 / 36 / 18	76%	77%	76%
Q1j. I am satisfied with my job at the present time	30 / 36 / 30	66%	64%	63%

KEY

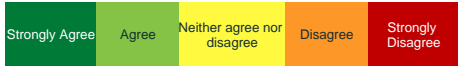| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS — 54% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	32	27	11		55%	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change	23	35	26	9		58%	51%	43%
Q6c. I feel that senior managers model the values of my organisation	25	36	32			61%	57%	48%
Q6d. Senior managers encourage innovation by employees	13	40	33	9		53%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20	38	33			58%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	42	33			60%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	24	27	29		38%	53%	44%
Q6h. I feel that senior managers listen to employees	18	29	31	20		47%	50%	39%
Q7f. I feel that change is handled well in my organisation	22	33	24	20		56%	46%	41%

KEY

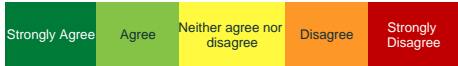| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 49% RESPONSE SCALE

		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5e. My manager communicates effectively with me	27 / 34 / 23 / 11	61%	73%	69%
Q5f. My manager encourages and values employee input	27 / 34 / 27 / 9	61%	75%	69%
Q5g. My manager involves my workgroup in decisions about our work	20 / 18 / 39 / 18	39%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	13 / 24 / 27 / 29	38%	53%	44%
Q6h. I feel that senior managers listen to employees	18 / 29 / 31 / 20	47%	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	30 / 20 / 39 / 9	50%	76%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

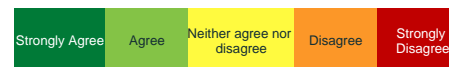**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

HIGH PERFORMANCE   73% RESPONSE SCALE

Question		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1a. I understand what is expected of me to do well in my role	51 / 38 / 9	89%	87%	90%
Q1b. I have the tools I need to do my job effectively	45 / 41 / 9	86%	74%	70%
Q1c. I get the information I need to do my job well	29 / 47 / 22	76%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	51 / 44	96%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	33 / 31 / 20 / 13	64%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	20 / 49 / 27	69%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	24 / 51 / 18	76%	80%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	31 / 58 / 9	89%	79%	76%
Q3h. I have received appropriate training and development to do my job well	27 / 36 / 25	64%	58%	63%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

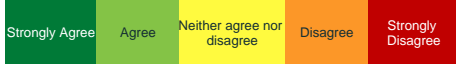**EXPLORE THE FULL SURVEY RESULTS**

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HIGH PERFORMANCE — 73% RESPONSE SCALE

Question	Responses	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25 / 45 / 25	70%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18 / 36 / 27 / 16	55%	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	23 / 41 / 25	64%	70%	65%
Q5j. I have confidence in the decisions my line manager makes	25 / 41 / 27	66%	74%	67%
Q6d. Senior managers encourage innovation by employees	13 / 40 / 33 / 9	53%	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20 / 38 / 33	58%	61%	52%
Q7d. My organisation focuses on improving the work we do	60 / 38	98%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	36 / 49 / 16	84%	67%	62%
Q7g. There is good co-operation between teams across our organisation	20 / 40 / 24 / 13	60%	55%	48%

KEY: Strongly Agree · Agree · Neither agree nor disagree · Disagree · Strongly Disagree
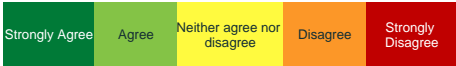
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HIGH PERFORMANCE **73%** RESPONSE SCALE

		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7n. My organisation generally selects capable people to do the job	20 / 55 / 18	75%	66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20 / 34 / 32 / 14	55%	72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41 / 52	93%	93%	85%

KEY

Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
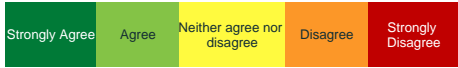
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PUBLIC SECTOR VALUES — 71% RESPONSE SCALE

	Graph	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	42 / 49	91%	89%	85%
Q2b. People in my workgroup use time and resources efficiently	20 / 49 / 27	69%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	24 / 42 / 18 / 13	67%	76%	67%
Q2h. People in my workgroup treat each other with respect	29 / 44 / 18	73%	80%	72%
Q2i. People in my workgroup treat customers/clients with respect	42 / 51	93%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25 / 45 / 25	70%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18 / 36 / 27 / 16	55%	64%	64%
Q5d. My manager listens to what I have to say	28 / 35 / 23 / 12	63%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30 / 32 / 32	61%	73%	64%

KEY

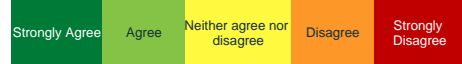| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PUBLIC SECTOR VALUES — 71% RESPONSE SCALE

Question	Graph	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5k. My manager treats employees with dignity and respect	30 / 43 / 18	73%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	16 / 30 / 23 / 26	47%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	23 / 32 / 27 / 11	55%	55%	47%
Q6c. I feel that senior managers model the values of my organisation	25 / 36 / 32	61%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18 / 42 / 33	60%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13 / 24 / 27 / 29	38%	53%	44%
Q6h. I feel that senior managers listen to employees	18 / 29 / 31 / 20	47%	50%	39%
Q7a. My organisation provides high quality services	69 / 31	100%	87%	80%
Q7b. My organisation strives to match services to customer/client needs	58 / 42	100%	86%	80%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
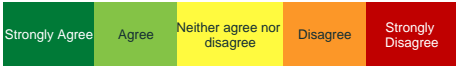
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PUBLIC SECTOR VALUES — 71% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	67 / 33	100%	87%	83%
Q7d. My organisation focuses on improving the work we do	60 / 38	98%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	20 / 42 / 27 / 9	62%	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	27 / 42 / 29	69%	66%	63%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

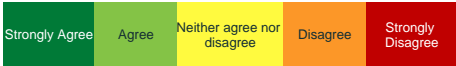## EXPLORE THE FULL SURVEY RESULTS

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DIVERSITY & INCLUSION — 66% RESPONSE SCALE

Question					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	33	31	24	9	64%	63%	59%
Q5d. My manager listens to what I have to say	28	35	23	12	63%	78%	73%
Q5f. My manager encourages and values employee input	27	34	27	9	61%	75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	25	30	36		55%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30	32	32		61%	73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	36	44	13		80%	61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	23	50	18		73%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	34	32	14	55%	72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	30	20	39	9	50%	76%	69%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree

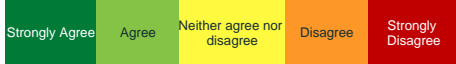**EXPLORE THE FULL SURVEY RESULTS**

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DIVERSITY & INCLUSION

66% RESPONSE SCALE

	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes — 41 / 52	93%	93%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied* — 23 / 50 / 14 / 9	73%	67%	58%

KEY

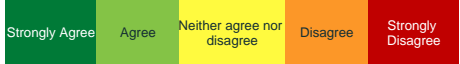| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

RECRUITMENT	62% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	16	42	23	16	58%	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	19	33	35	9	51%	50%	41%
Q7n. My organisation generally selects capable people to do the job	20	55	18		75%	66%	51%

KEY

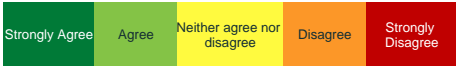| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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EMPLOYEE VALUE PROPOSITION 39% RESPONSE SCALE

		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9 / 21 / 47 / 12 / 12	30%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19 / 51 / 14 / 9	26%	58%	53%
Q7g. There is good co-operation between teams across our organisation	20 / 40 / 24 / 13	60%	55%	48%

KEY

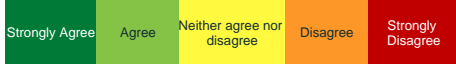| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT

52% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	23	41	16	16		64%	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	30	32	16	16		61%	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	16	27	27	20	9	43%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	34	23	14	9	55%	64%	59%
Q3e. My performance is assessed against clear criteria	16	43	25	9		59%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	34	34	20			68%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required	18	36	30	14		55%	57%	60%
Q3h. I have received appropriate training and development to do my job well	27	36	25			64%	58%	63%
Q3i. I have a strong desire to advance my career	48	32	20			80%	80%	69%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
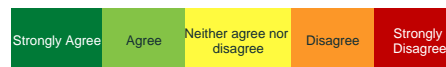
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PERFORMANCE FRAMEWORK & DEVELOPMENT

52% RESPONSE SCALE

	Response Scale					AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	18	27	18	25	11	45%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	30	20	20	11	48%	53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	20	34	32	9		55%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	9	23	37	21	9	33%	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	16	33	30	16		49%	64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9	21	47	12	12	30%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		19	51	14	9	26%	58%	53%
Q7j. My organisation is committed to developing its employees	18	36	33	11		53%	55%	53%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

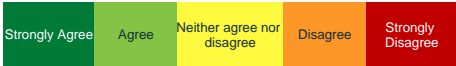## EXPLORE THE FULL SURVEY RESULTS

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MOBILITY — 35% RESPONSE SCALE

	Responses	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18 / 30 / 20 / 20 / 11	48%	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	9 / 21 / 47 / 12 / 12	30%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	— / 19 / 51 / 14 / 9	26%	58%	53%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
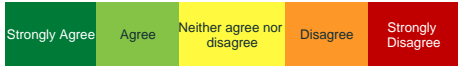
EXPLORE THE FULL SURVEY RESULTS

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.

PAY & BENEFITS	76% RESPONSE SCALE		AGREEMENT %	PREMIER AND CABINET	SECTOR
Q4a. I am paid fairly for the work I do	27	49	20	76%	66%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	27	49	20	76%	66%	60%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

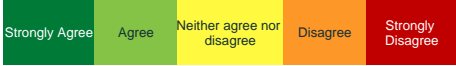### EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

DIVERSITY GROUPS **77%** RESPONSE SCALE

				AGREEMENT %	PREMIER AND CABINET	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	30	45	18	75%	80%	77%
Q8c. Age is not a barrier to success in my organisation	34	45	11	80%	72%	71%
Q8d. Disability is not a barrier to success in my organisation	32	39	25	70%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	34	45	16	80%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	34	45	11	80%	78%	74%

KEY

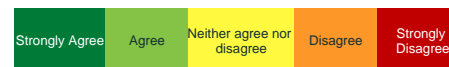| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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 — 72% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	33	31	24	9		64%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	18	51	18	11		69%	66%	58%
Q1l. My workload is acceptable	22	53	11	11		76%	65%	55%
Q2e. I receive help and support from other members of my workgroup	36	47	11			82%	82%	80%
Q2f. There is good team spirit in my workgroup	22	38	20	18		60%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	25	55	9			80%	70%	56%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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.

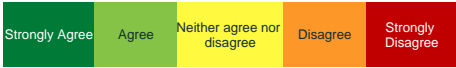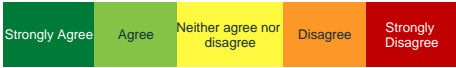Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

39% RESPONSE SCALE

	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation — 10 / 29 / 39 / 15 / 7	39%	42%	32%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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

56% RESPONSE SCALE

	Graph	AGREEMENT %	PREMIER AND CABINET	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	27 / 42 / 29	69%	66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11 / 32 / 45 / 9	43%	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	27 / 30 / 30 / 11	57%	56%	49%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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		64%	60%	46%
Better skills in my workgroup		12%	23%	27%
Improved career opportunities		64%	63%	52%
Improved learning and development opportunities		50%	51%	50%
Greater involvement in decision making		36%	40%	33%
Better pay and benefits		62%	56%	58%
Greater recognition for the work I do		45%	37%	45%
Better leadership from senior managers		29%	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		19%	24%	27%
Better accountability for performance		19%	22%	25%
A better location		12%	14%	20%
More flexible working conditions		43%	39%	38%
Better work/life balance		40%	43%	46%
Improved facilities		14%	19%	30%
Improved technology and systems		12%	28%	38%
Better job security		33%	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		55%	57%	72%
No		43%	38%	24%
Don't Know		2%	5%	4%

UNACCEPTABLE CONDUCT

RESPONSE SCALE

		AGREEMENT%	PREMIER AND CABINET	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		9%	16%	25%
No		80%	75%	64%
Don't Know		11%	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.			
No	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		23%	24%	35%
No		64%	68%	58%
Don't Know		14%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		9%	12%	20%
No		82%	82%	75%
Don't Know		9%	6%	5%

ℹ

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.			
Prefer not to say	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

Question	RESPONSE SCALE	AGREEMENT %	PREMIER AND CABINET
Q1. During my last performance evaluation my manager helped me to focus on improving my performance	10 / 30 / 53	40%	52%
Q3. The performance development feedback I received was useful	10 / 41 / 37 / 7	51%	57%
Q4. I understand the performance and development framework	22 / 49 / 17 / 7	71%	72%
Q5. My manager makes adjustments to permit me to work flexibly	24 / 45 / 19 / 7	69%	68%
Q6. I feel recognised and valued for the work I do	21 / 38 / 26 / 10	60%	65%

KEY
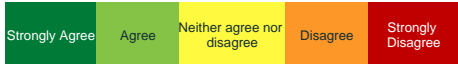
Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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	72%	56%
No	28%	44%
Q7. For my career to progress I will need to go outside of DPC		
Yes	38%	56%
No	62%	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.
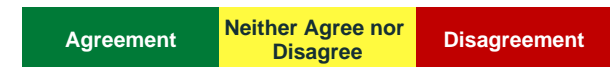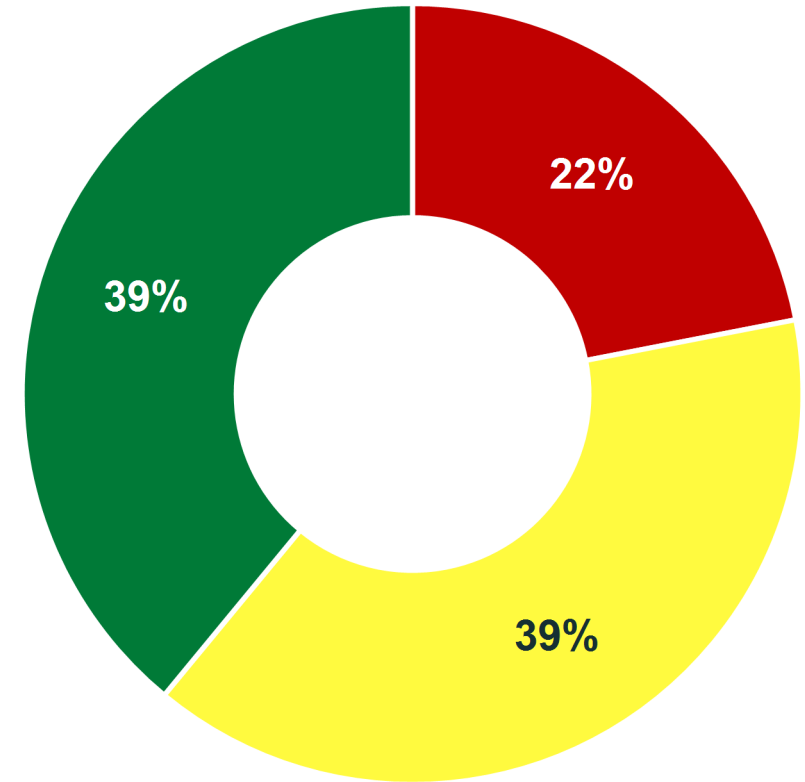
39%

of employees replied favourably to:

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

32%	42%
SECTOR	CLUSTER

22%

39%

39%

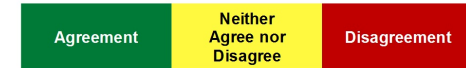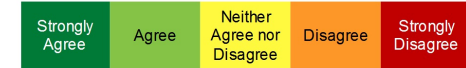| Agreement	Neither Agree nor Disagree	Disagreement

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ⓘ 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%