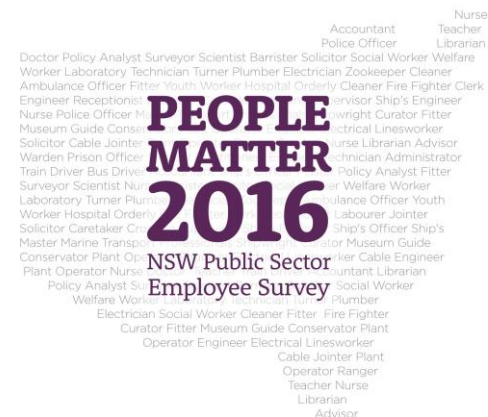

PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

Family and Community Services

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RESPONSE RATE

46%

**7,331 RESPONSES OUT OF
16,049 EMPLOYEES**

ENGAGEMENT INDEX

63%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2014
CLUSTER SCORE **64%**



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%
1a. I understand what is expected of me to do well in my role	89%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	89%
2i. People in my workgroup treat customers/clients with respect	86%
2a. My workgroup strives to achieve customer/client satisfaction	86%
1d. I feel I make a contribution to achieving the organisation's objectives	86%
2e. I receive help and support from other members of my workgroup	82%
8e. Sexual orientation is not a barrier to success in my organisation	80%
5k. My manager treats employees with dignity and respect	80%
7b. My organisation strives to match services to customer/client needs	80%

LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

7l. My organisation's processes for recruiting employees are efficient	30%
15. I believe action will be taken on the results from this survey by my organisation	33%
7f. I feel that change is handled well in my organisation	33%
6h. I feel that senior managers listen to employees	36%
7m. Recruitment and promotion decisions in this organisation are generally fair	36%
9b. I have confidence in the ways my organisation resolves grievances	38%
3a. I have a current performance plan that sets out my individual objectives	40%
6b. I feel that senior leaders effectively lead and manage change	40%
3j. I am satisfied with the opportunities available for career development in my organisation	41%
6g. I feel that senior managers keep employees informed about what's going on	41%



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'.

NEARLY HALF OF ALL EMPLOYEES ACROSS FAMILY AND COMMUNITY SERVICES TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Family and Community Services between 2nd and 31st May 2016. Just under 7,500 employees took the opportunity to have their say, resulting in a 46% response rate. This level of response is sufficient for the analysis of data across Family and Community Services and all of its organisations to be robust and representative.

People Matter has demonstrated that levels of employee engagement in Family and Community Services remain stable at 63%, compared to 65% for the sector average. Engagement was higher for the Office of the Secretary (73%), Multicultural NSW (68%), Ageing, Disability and Home Care (67%) and Programs and Service Design (67%).

Employee engagement with organisations is lower than engagement with work. An observable finding across Family and Community Services and the sector is that employees are more positive towards their immediate working environment and team, with positivity declining when focus shifts to their manager, senior managers, and their organisation.

Communication is an enabler for high performance and respondents across Family and Community Services were more positive overall than the sector average about communication in their workplace. Perceptions of how immediate managers communicate were stronger than perceptions of senior management communication, a common finding across the sector.

Effective and visible leadership is essential for realising a high performance culture. The results for the high performance question group were in line with the sector average at 68%. Within this group, collaboration and outcomes were above the sector average (60% and 87% respectively) while innovation was the lowest scoring factor (57%).

The public sector values of integrity, trust, service and accountability guide the high standards required of employees and organisations. Respondents across Family and Community Services demonstrate agreement with each of the values that were broadly in line with the sector average.

The majority of respondents across Family and Community Services agreed that diversity and inclusion in the workplace can contribute to better business outcomes. Overall, responses did not differ notably for gender or for LGBTI employees. However, Aboriginal and Torres Strait Islander employees were generally less positive.

This report focuses on the key question groups in People Matter, comparing performance in Family and Community Services to the sector average and where possible providing analysis to demonstrate the themes and areas which are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

EMPLOYEE ENGAGEMENT

ENGAGEMENT LEVELS ARE STABLE

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

EMPLOYEE ENGAGEMENT	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	64%

63%

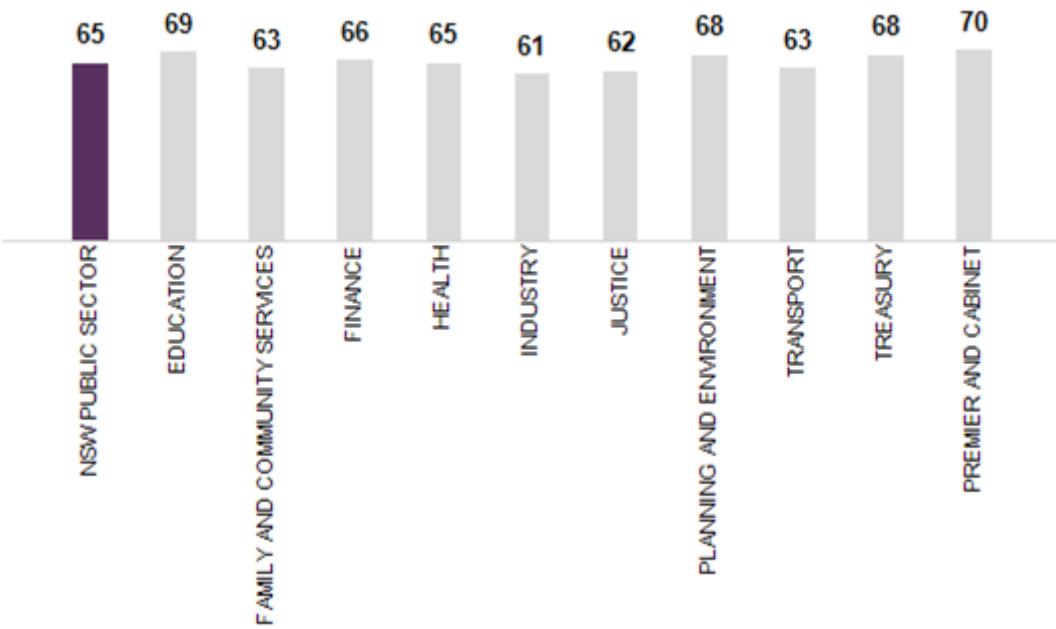
KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★	KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7e.	My organisation is making the necessary improvements to meet our future challenges	58%	62%
7d.	My organisation focuses on improving the work we do	76%	76%
7g.	There is good co-operation between teams across our organisation	46%	48%
9b.	I have confidence in the ways my organisation resolves grievances	38%	43%
7j.	My organisation is committed to developing its employees	49%	53%
7f.	I feel that change is handled well in my organisation	33%	41%

EMPLOYEE ENGAGEMENT BY CLUSTER



Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

“Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”

ENGAGEMENT IS STABLE AT THE CLUSTER LEVEL

The overall Engagement Index score for Family and Community Services is 63%, two points below the sector average and one point below the cluster result in 2014. Across the cluster, engagement was higher than the cluster average in the Office of the Secretary (73%), Multicultural NSW (68%), Ageing and Disability Home Care (67%) and Program and Service Design (67%). The lowest engagement scores are in the District services teams.

The majority of respondents indicated that they feel proud to tell others where they work (63%). This is the highest score in the Index, a trend reflected across the sector. Questions related to inspiration and motivation returned comparatively lower levels of agreement (both 53%) which is also consistent with sector trends.

People Matter also examined the levels of engagement with work, an area which tends to attract higher scores than engagement with broader areas of an organisation. In Family and Community Services, the aggregate score was 77% with the vast majority of respondents agreeing that they look for ways to do their job more effectively (95%). This follows a wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior management or their organisation as a whole.

The engagement levels of different demographic groups across Family and Community Services are broadly in line for gender, Aboriginal and Torres Straight Islander and LGBTI employees, full time and part time employees and those with different levels of education. The exception is people with a disability who scored 7% below sector average, which is a trend in all clusters.

Engagement by age and seniority followed typical trends seen in employment research. Engagement tapers off with age, with younger respondents being the most engaged with their organisation. There is little variance between managers (65%) and non managers (62%), however managers of managers and senior executives are notably more positive (70% and 74% respectively). By salary band, employees earning the most (\$230k+) are more engaged at 80% compared with the least engaged employees (59%) earning between \$85k-95k.

Also of note are the levels of engagement recorded for employees with longer tenure. A typical trend found in engagement research is that levels of engagement for new employees begin high, fall to their lowest after 2-5+ years and recover for very long servers of over 10+ years to higher than average levels. However, this 'U-shaped' pattern is not reflected in this cluster, nor is it reflected in the NSW public sector as a whole. Whilst levels of engagement within current roles begin high (69% for less than 1 year of service), the fall experienced with mid-level tenure never recovers, with the longest serving employees of 20+ years remaining amongst the least engaged employees in the cluster (57%).

The scale of this survey and the amount of data collected allows the robust use of a statistical technique called Key Driver Analysis to explore questions in the survey with the strongest association with the Engagement Index, therefore providing one way to understand what themes are most influencing levels of engagement.

Analysis has shown that improving work, meeting future challenges, good co-operation between teams, confidence in grievance handling, development of employees and good change management are fundamental to engagement in Family and Community Services.

SENIOR MANAGERS

RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

SENIOR MANAGERS 44%	PMES 2016 SECTOR SCORE	47%
	PMES 2016 CLUSTER HIGH	58%
	PMES 2016 CLUSTER LOW	38%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
7j.	My organisation is committed to developing its employees	49%	53%
6i.	Senior managers in my organisation genuinely support the career advancement of women	53%	54%
7e.	My organisation is making the necessary improvements to meet our future challenges	58%	62%
7m.	Recruitment and promotion decisions in this organisation are generally fair	36%	41%
7g.	There is good co-operation between teams across our organisation	46%	48%
7d.	My organisation focuses on improving the work we do	76%	76%

Results from People Matter demonstrate that overall perceptions of senior managers across Family and Community Services are close to the sector average. The aggregate agreement score for this question group was 44%. Overall perceptions of senior managers were less positive than other areas measured in the survey for this cluster but this is a trend reflected across the sector.

Within the cluster, perceptions of senior managers were stronger in Strategic Reform and Policy (59%), Aboriginal Housing (58%) and Programs and Service Design (56%). Weaker perceptions of senior managers were seen in the District services teams and for Multicultural NSW (44%).

The highest scoring question in this group showed that 60% of respondents agreed senior managers communicate the importance of customers in achieving business objectives, which reflects the strong emphasis of customer and public service for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to how well senior managers listen to employees (36% agreement) and how well they handle change management (33% agreement, 8 percentage points below the sector average).

Among job roles, employees working in research had the strongest perceptions of senior managers (70%) followed by people in administrative support roles (55%). Those in legal positions had notably lower levels of agreement (34%) while those working in service delivery involving direct contact with the general public also had a lower score (40%). There were no notable differences between supervisors/direct managers and the cluster average. However, scores decline with seniority. Managers of other managers were notably more positive (70%) compared with supervisors/direct managers (65%) and non-managers (63%).

Positivity about senior managers declines with tenure with the organisation. Agreement scores decreased after the first year of service from 61% to 49% and continued to decline for respondents with more than 20 years service (39%).

KEY INFLUENCERS

Analysis has shown that commitment to developing employees, senior management support for the career advancement of women, improvements to meet future challenges and good co-operation between teams strongly influence perceptions about senior managers. The fairness of recruitment and promotion decisions is also ranked highly as an influencer for how senior managers are perceived which is not universal across all clusters in the sector.

RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

COMMUNICATION	PMES 2016 SECTOR SCORE	59%
	PMES 2016 CLUSTER HIGH	70%
	PMES 2016 CLUSTER LOW	51%

61%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d.	My manager listens to what I have to say	77%	73%
5h.	My manager takes into account the differing needs and circumstances of employees when making decisions	69%	65%
5j.	I have confidence in the decisions my line manager makes	71%	67%
5i.	My manager would take appropriate action if decision-making processes were found to be biased	69%	64%
5m.	My manager provides acknowledgement or other recognition for the work I do	72%	67%
5k.	My manager treats employees with dignity and respect	80%	76%

Empowering and connecting with employees through communication is vital to successful organisations. In Family and Community Services, questions about communication averaged 61% agreement which is 2 percentage points above the sector average.

Across the cluster, results for communication questions were low in Multicultural NSW (47%) but were relatively consistent across the Department with the exceptions of Strategic Reform and Policy (72%) and Programs and Service Design (70%) which scored well above the cluster average.

There were higher level of agreement for items relating to communication from immediate managers. Overall, 74% of respondents agreed their manager encourages and values employee input (5% above the sector average), and 73% agreed that their manager communicates effectively and that they are able to speak up and share a different view. However questions about communication by senior managers were perceived less favourably with just 36% agreeing that senior managers listen to employees and 41% agreeing that they keep employees informed about what's going on. This is a trend seen across the sector.

Younger employees (20 to 24 years old) responded the most positively to communication questions (71%), while those between the ages of 50-54 and 60-64 were notably less positive (56% and 55% respectively). Tenure followed a similar pattern where new starters were more positive (74%) compared to those with the greatest length of service (56%). Managers of managers were more positive (71%), compared to direct managers or supervisors (64%) and non managers (60%). By salary, perceptions were generally consistent however those in the highest salary bands responded the most positively. For job roles, scores were generally in line with sector averages with some exceptions well above the average including employees working in research (82%), policy (71%) and program and project management support (68%).

In keeping with trends seen across the sector, respondents with a disability showed lower levels of agreement (54%). Aboriginal and Torres Straight Islander and LGBTI employees were close to the cluster average (58% and 63% respectively) while those who speak a language other than English at home were slightly more positive than the cluster average (65%).

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding wider perceptions of direct managers were fundamentally influencing perceptions about communications within Family and Community Services. It is positive to see that all of the top key influencer questions scored above the sector average.

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

HIGH PERFORMANCE	PMES 2016 SECTOR SCORE	68%
	PMES 2016 CLUSTER HIGH	73%
	PMES 2016 CLUSTER LOW	61%

68%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f.	I am provided with the support I need to optimise my contribution at work	60%	59%
7j.	My organisation is committed to developing its employees	49%	53%
6c.	I feel that senior managers model the values of my organisation	46%	48%
6h.	I feel that senior managers listen to employees	36%	39%
5g.	My manager involves my workgroup in decisions about our work	68%	64%
6b.	I feel that senior leaders effectively lead and manage change	40%	43%

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six separate factors and 21 questions were used to measure high performance in People Matter. The aggregate score for high performance was 68% within Family and Community Services, matching the sector average.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement, innovation, collaboration and outcomes. The highest agreement scores were seen for outcomes questions (87%) and efficiency and effectiveness questions (74%).

Capability questions aimed to assess perceptions about work skills and the aggregate score for the cluster was 65%, equal to the sector average. 75% agree that the people that they work with have the appropriate skills to do their job well but just 46% agree that the organisation selects capable people to do the job, a notable trend across the sector.

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by understanding what is expected of employees. The aggregated agreement score for these questions was 74%, equal to the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived their future and improvement focused and encouraging of innovation. These groups scored 68% and 57% respectively, both one point below the sector average.

Collaboration questions asked how well employees collaborate within and between teams and about the promotion of external collaboration by senior managers. There was 60% agreement for this question group, one point above the sector average. Collaboration within teams (79%) was notably stronger than perceptions of collaboration between teams (46%), a trend seen across the sector.

Outcomes questions looked at achievement of organisational objectives and business outcomes. Family and Community Services returned a result of 87% agreement which is 1 percentage point above the sector average.

KEY INFLUENCERS

Analysis revealed that perceptions about workplace support, development of employees, involvement in decisions and senior managers modelling values, listening to employees and effectively leading change, strongly influenced perceptions about high performance.

PUBLIC SECTOR VALUES

RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

PUBLIC SECTOR VALUES	PMES 2016 SECTOR SCORE	66%
	PMES 2016 CLUSTER HIGH	74%
	PMES 2016 CLUSTER LOW	59%

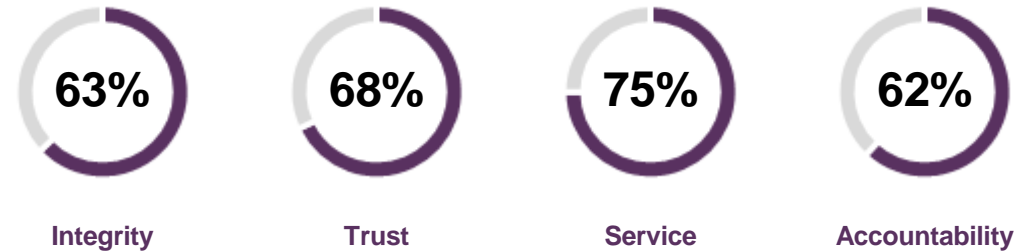
67%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
6b. I feel that senior leaders effectively lead and manage change	40%	43%
5j. I have confidence in the decisions my line manager makes	71%	67%
5f. My manager encourages and values employee input	74%	69%
6d. Senior managers encourage innovation by employees	44%	49%
5g. My manager involves my workgroup in decisions about our work	68%	64%
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	69%	65%



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Family and Community Services had an aggregate agreement score of 67% which is 1 percentage point above the sector average. Individual values scores were broadly in line with the sector average. Within the cluster, Strategic Reform and Policy, and Programs and Service Design returned the strongest average agreement score of 74% while Multicultural NSW had a score of 56%, 10 points lower than the sector average.

Results were broadly positive about service in relation to customer focus, satisfaction, needs and service quality, with 86% believing their workgroup strives to achieve customer satisfaction. A relatively high proportion disagree that senior managers keep employees informed (32% disagree) or listen to employees (33% disagree).

Integrity was measured by questions related to employees being open and honest, managers and leaders modelling the behaviours expected and policies and procedures being in place to ensure there are no conflicts of interest. Family and Community Services respondents scored 3 percentage points above the sector average.

Trust included questions relating to being treated with fairness and respect and having a culture of open, two-way communication. The aggregated agreement score (68%) matched the sector average however 78% agreed the organisation strives to earn public trust, which is one of the lowest cluster scores, 5 percentage points below the sector average.

The overall score for accountability was negatively impacted by the perception that senior managers provide clear direction for the future where almost one third of all respondents (30%) disagreed and a further 27% were unsure. Additionally, only 44% of respondents agreed that people take responsibility for their actions.

KEY INFLUENCERS

Analysis has shown that the effectiveness of senior leaders in managing change and encouraging innovation, and the role of direct managers in decisions, encouraging input, and taking account of differing needs strongly impact on perceptions of public sector values in Family and Community Services.

DIVERSITY & INCLUSION

RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

DIVERSITY & INCLUSION	PMES 2016 SECTOR SCORE	67%
	PMES 2016 CLUSTER HIGH	75%
	PMES 2016 CLUSTER LOW	61%

70%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5e.	My manager communicates effectively with me	73%	69%
5g.	My manager involves my workgroup in decisions about our work	68%	64%
5j.	I have confidence in the decisions my line manager makes	71%	67%
5m.	My manager provides acknowledgement or other recognition for the work I do	72%	67%
5k.	My manager treats employees with dignity and respect	80%	76%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	75%	71%

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount. A total of 11 questions focused on diversity and inclusion in People Matter.

Overall, the responses to these questions were positive, with an aggregate agreement score of 70%, three points above the sector average.

A significant majority agreed that diversity and inclusion in the workplace can contribute to better business outcomes (89%) and over three quarters (76%) agreed that the organisation respects individual differences and that their manager encourages and values input (74%). There were lower levels of agreement about support to optimise employee contributions (60%) and senior managers supporting the career advancement of women (53%). More women disagreed with the last question than men (15% and 9% disagreement respectively).

Around two thirds of respondents (67%) are satisfied with their ability to access flexible working arrangements, 9 percentage points higher than the sector average, although employees working in service delivery roles showed lower satisfaction (61%).

Aboriginal and Torres Strait Islander employees and employees with a disability had lower scores within the cluster for diversity and inclusion questions (66% and 63% respectively). Whilst this is a consistent trend across the sector for employees with a disability, it is not always the case for ATSI respondents in other clusters. Respondents who identified as LGBTI and employees who speak a language other than English at home scored slightly above the cluster average (72% and 73% respectively).

KEY INFLUENCERS

Analysis revealed that employees at Family and Community Services explicitly link their experiences of diversity and inclusion with their opinions about their direct managers. All of the top six questions which most strongly correlated with the answers to the diversity and inclusion questions were related to direct manager behaviours such as effective communication and decisions, employee recognition, and treating employees with dignity and respect. This was a common finding in other clusters across the sector.

CLUSTER COMPARISON



EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

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

Consider the range of scores in this cluster and how they compare to other clusters.

	Family and Community Services	Education	Finance	Health	Industry	Justice	Planning and Environment	Transport	Treasury	Premier and Cabinet
NUMBER OF RESPONDENTS	7331	27488	6755	38927	6882	14988	4014	13680	774	1367
ENGAGEMENT	63%	69%	66%	65%	61%	62%	68%	63%	68%	70%
SENIOR MANAGERS	44%	56%	53%	45%	41%	38%	46%	47%	58%	55%
COMMUNICATION	61%	63%	64%	57%	59%	51%	63%	59%	70%	66%
HIGH PERFORMANCE	68%	73%	71%	68%	65%	61%	69%	66%	73%	72%
PUBLIC SECTOR VALUES	67%	71%	71%	64%	65%	59%	68%	66%	74%	72%
DIVERSITY & INCLUSION	70%	69%	72%	65%	69%	61%	73%	67%	75%	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

AGENCY COMPARISON



EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Family and Community Services	Multicultural NSW	Department of Family & Community Services
NUMBER OF RESPONDENTS	7331	117	7214
ENGAGEMENT	63%	68%	63%
SENIOR MANAGERS	44%	44%	44%
COMMUNICATION	61%	47%	61%
HIGH PERFORMANCE	68%	61%	68%
PUBLIC SECTOR VALUES	67%	56%	67%
DIVERSITY & INCLUSION	70%	55%	71%

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



EXPLORE THE FULL SURVEY RESULTS

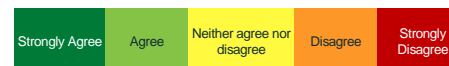
This section shows results for all the survey questions grouped by key themes.

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 %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work	14	41	29	10	54%	55%	60%
Q7p. I am proud to tell others I work for my organisation	19	44	25	7	63%	65%	68%
Q7q. I feel a strong personal attachment to my organisation	19	42	26	9	61%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	14	38	31	11	53%	53%	55%
Q7s. My organisation inspires me to do the best in my job	15	38	30	11	53%	53%	55%

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.

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

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.

SENIOR MANAGERS	44% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	33	27	18	12	44%	47%
Q6b. I feel that senior leaders effectively lead and manage change	10	30	28	19	13	40%	43%
Q6c. I feel that senior managers model the values of my organisation	12	33	30	13	12	46%	48%
Q6d. Senior managers encourage innovation by employees	11	34	32	15	9	44%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	28	10		55%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	45	25	9		60%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	32	26	19	14	41%	44%
Q6h. I feel that senior managers listen to employees	9	27	31	19	15	36%	39%
Q7f. I feel that change is handled well in my organisation	8	25	29	24	14	33%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

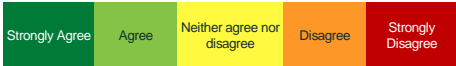
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

COMMUNICATION	61% RESPONSE SCALE				AGREEMENT %	SECTOR	
Q5e. My manager communicates effectively with me	30	43	14	7	73%	69%	
Q5f. My manager encourages and values employee input	30	43	15		74%	69%	
Q5g. My manager involves my workgroup in decisions about our work	25	42	18	9	68%	64%	
Q6g. I feel that senior managers keep employees informed about what's going on	9	32	26	19	14	41%	44%
Q6h. I feel that senior managers listen to employees	9	27	31	19	15	36%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	20	53	15	7	73%	69%	

KEY





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Some key comparisons are provided.

HIGH PERFORMANCE	68% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role		89%	90%
Q1b. I have the tools I need to do my job effectively		70%	70%
Q1c. I get the information I need to do my job well		65%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things		68%	69%
Q2b. People in my workgroup use time and resources efficiently		71%	70%
Q2c. My team works collaboratively to achieve its objectives		79%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		75%	76%
Q3h. I have received appropriate training and development to do my job well		57%	63%

KEY





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Some key comparisons are provided.

HIGH PERFORMANCE	68% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	48	16			74%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	43	22	10		64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	44	21	9		66%	65%
Q5j. I have confidence in the decisions my line manager makes	27	44	18			71%	67%
Q6d. Senior managers encourage innovation by employees	11	34	32	15	9	44%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	42	28	10		55%	52%
Q7d. My organisation focuses on improving the work we do	23	53	16			76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	17	41	25	12		58%	62%
Q7g. There is good co-operation between teams across our organisation	9	37	28	19	7	46%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

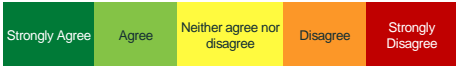
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Some key comparisons are provided.

HIGH PERFORMANCE	68% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		46%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		70%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		89%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE					AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	37	49	10			86%	85%
Q2b. People in my workgroup use time and resources efficiently	22	49	18	9		71%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	28	44	17	8		72%	67%
Q2h. People in my workgroup treat each other with respect	32	45	14			76%	72%
Q2i. People in my workgroup treat customers/clients with respect	39	48	10			86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	48	16			74%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	43	22	10		64%	64%
Q5d. My manager listens to what I have to say	32	45	13			77%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	42	19			69%	64%

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.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect		80%	76%
Q5l. My manager talks to me about how the values apply to my work		61%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		44%	47%
Q6c. I feel that senior managers model the values of my organisation		46%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		60%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		41%	44%
Q6h. I feel that senior managers listen to employees		36%	39%
Q7a. My organisation provides high quality services		75%	80%
Q7b. My organisation strives to match services to customer/client needs		80%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	23	55	16			78%	83%
Q7d. My organisation focuses on improving the work we do	23	53	16			76%	76%
Q7h. People in my organisation take responsibility for their own actions	8	35	32	17	8	44%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	51	23	7		65%	63%

KEY





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

Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	17	43	19	15		60%	59%
Q5d. My manager listens to what I have to say	32	45	13			77%	73%
Q5f. My manager encourages and values employee input	30	43	15			74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	26	43	19	7		69%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	42	19			69%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	17	36	34			53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	22	53	16			76%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	52	21			70%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	20	53	15	7		73%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

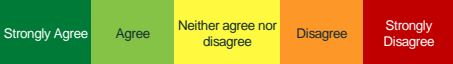
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Some key comparisons are provided.

DIVERSITY & INCLUSION	70% RESPONSE SCALE			AGREEMENT %	SECTOR	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38	51	10	89%	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	41	17	10	67%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

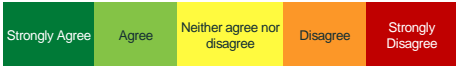
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RECRUITMENT	37%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q7l. My organisation's processes for recruiting employees are efficient	24	28	26	16	30%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	30	32	19	13	36%	41%
Q7n. My organisation generally selects capable people to do the job	39	30	15	9	46%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

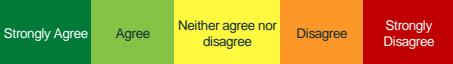
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	57%	RESPONSE SCALE	AGREEMENT %	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	24	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	37	30	59%	53%
Q7g. There is good co-operation between teams across our organisation	9	37	28	46%	48%

KEY



PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Agreement %	Sector
Q3a. I have a current performance plan that sets out my individual objectives	10	30	22	26	12	40%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	25	48	13	10	2	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	19	38	18	18	7	57%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	18	42	20	13	7	61%	59%
Q3e. My performance is assessed against clear criteria	11	31	29	19	9	42%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	29	46	12	8	5	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	15	39	24	15	7	54%	60%
Q3h. I have received appropriate training and development to do my job well	15	42	23	14	6	57%	63%
Q3i. I have a strong desire to advance my career	35	36	21	8	2	72%	69%

KEY



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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

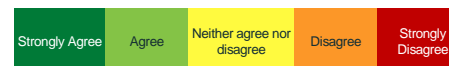
58% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	11	30	27	19	13	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	25	32	28	11		57%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	29	43	16	7		72%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	29	35	13	8	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	21	42	24	8		63%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	24			65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	37	30			59%	53%
Q7j. My organisation is committed to developing its employees	10	39	30	14	8	49%	53%

KEY



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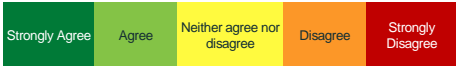
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Some key comparisons are provided.

MOBILITY	60% RESPONSE SCALE				AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	25	32	28	11	57%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	24		65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	37	30		59%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

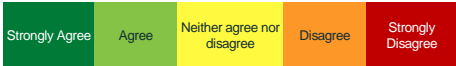
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PAY & BENEFITS	70% RESPONSE SCALE				AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	22	50	15	10	72%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	21	48	18	9	69%	60%

KEY





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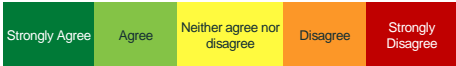
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DIVERSITY GROUPS	76% RESPONSE SCALE					AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	25	52	16			78%	77%
Q8c. Age is not a barrier to success in my organisation	22	50	18			73%	71%
Q8d. Disability is not a barrier to success in my organisation	23	49	22			72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	27	54	17			80%	76%
Q8f. Gender is not a barrier to success in my organisation	26	52	16			78%	74%

KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	64%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	17	43	19	15	60%	59%	
Q1k. I am able to keep my work stress at an acceptable level	14	46	18	16	60%	58%	
Q1l. My workload is acceptable	12	44	17	17	9	56%	55%
Q2e. I receive help and support from other members of my workgroup	31	51	11		82%	80%	
Q2f. There is good team spirit in my workgroup	29	39	17	10	69%	67%	
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	14	44	21	13	8	58%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

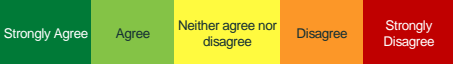
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ACTION ABOUT SURVEY RESULTS	33%	RESPONSE SCALE	AGREEMENT %	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation			33%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

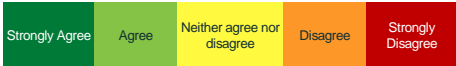
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Some key comparisons are provided.

WORKPLACE CONDUCT	50% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	51	23	7		65%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	8	30	36	16	10	38%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	11	34	32	14	9	45%	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%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
More interesting and challenging work		53%	46%
Better skills in my workgroup		29%	27%
Improved career opportunities		59%	52%
Improved learning and development opportunities		56%	50%
Greater involvement in decision making		37%	33%
Better pay and benefits		52%	58%
Greater recognition for the work I do		45%	45%
Better leadership from senior managers		42%	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%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
Better leadership from my manager		28%	27%
Better accountability for performance		30%	25%
A better location		24%	20%
More flexible working conditions		41%	38%
Better work/life balance		47%	46%
Improved facilities		21%	30%
Improved technology and systems		36%	38%
Better job security		56%	43%



EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		68%	72%
No		28%	24%
Don't Know		4%	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%	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		27%	25%
No		62%	64%
Don't Know		11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		69%	63%
No		30%	35%
Don't Know		1%	2%



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Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work			
Yes		37%	35%
No		57%	58%
Don't Know		7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work			
Yes		20%	20%
No		75%	75%
Don't Know		5%	5%



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Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	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		20%	23%
Your Immediate Manager/Supervisor		26%	26%
A fellow worker at your level		28%	25%
A subordinate		7%	8%
A client or customer		2%	2%
A member of the public other than a client or customer		0%	0%
Other		4%	4%
Prefer not to say		12%	13%



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Some key comparisons are provided.

FACS QUESTIONS

RESPONSE SCALE

AGREEMENT %

Q1. I apply my knowledge and skills to provide quality customer/client service	55	42				98%
Q2. I support customers/clients to provide feedback on the services they receive	42	48	9			90%
Q3. I listen attentively to my customers/clients to understand their needs	55	42				97%
Q4. The client service that I provide empowers clients to access the services that they need	40	47	12			87%
Q5. The client service that I provide supports clients to achieve positive outcomes	40	49	10			89%
Q6. I am aware of the recent reforms to the way FACS delivers its services	26	52	16			78%
Q7. Senior managers have clearly communicated the intent of these reforms	14	37	29	14		51%
Q8. I believe the recent reforms will improve the way FACS delivers its services	11	28	42	12	7	39%
Q9. I identify as an employee of FACS more than an employee of Ageing & Disability, Community Services, Housing, Land & Housing Corporation, Aboriginal Housing Office , or Other	22	29	19	21	9	51%
Q10. My work involves supporting older people or people with a disability and I have a full understanding of what transfer and transition to the NDIS means.	13	22	31	20	13	35%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

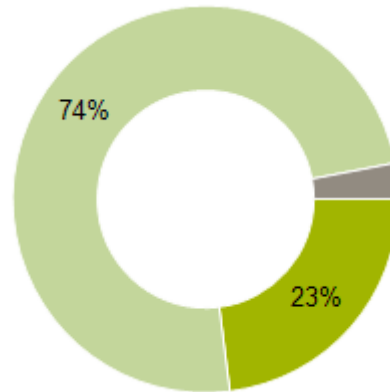
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		27%
Female		73%
Other		1%
Age		
<35		20%
35 - 54		56%
> 54		23%

PROFILE OF RESPONDENTS

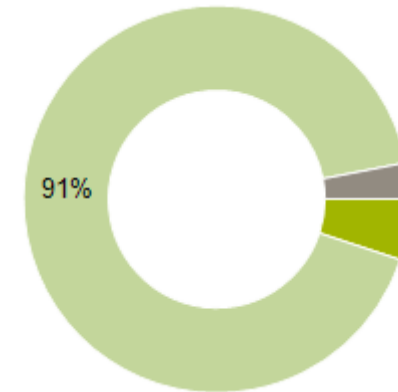


PERSONAL PROFILES

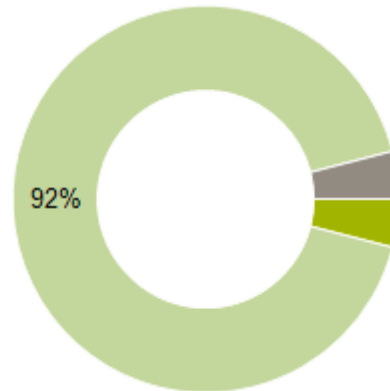
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



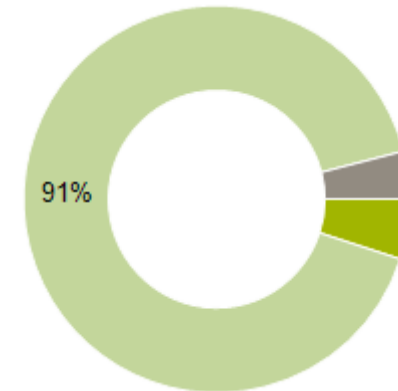
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		11%
1 - 2 years		8%
2 - 5 years		15%
5 - 10 years		28%
10 - 20 years		26%
More than 20 years		12%

PROFILE OF RESPONDENTS



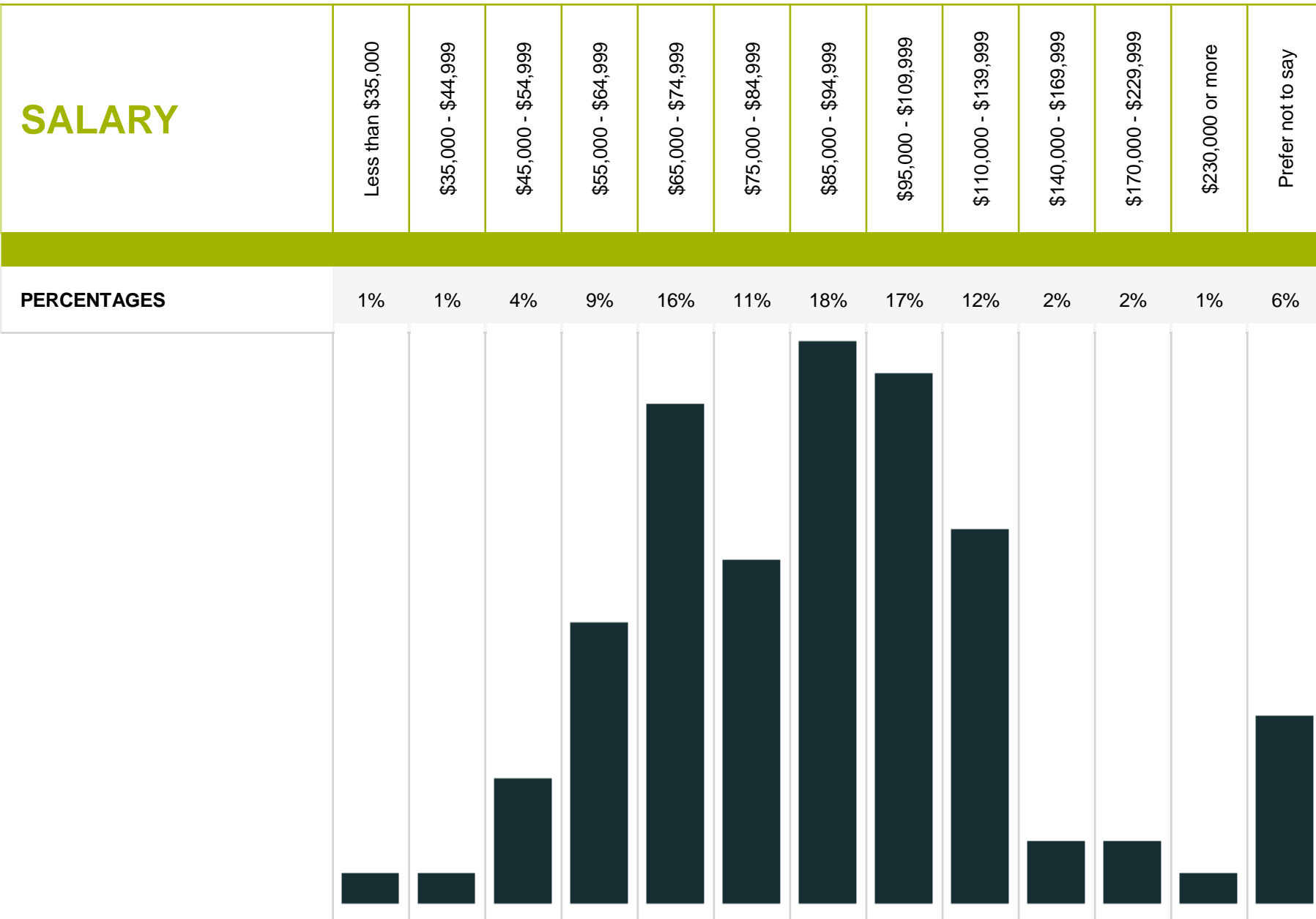
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		42%
Other service delivery work		8%
Administrative support		9%
Corporate services		10%
Policy		3%
Research		1%
Program and project management support		12%
Legal (including developing and/or reviewing legislation)		1%
Other		13%

PROFILE OF RESPONDENTS



WORK PROFILES



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.

	Family and Community Services	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	7331	2781	558	593	689	181	59	810	79	823
ENGAGEMENT	63%	61%	61%	69%	64%	63%	73%	66%	64%	64%
SENIOR MANAGERS	44%	40%	41%	55%	50%	52%	70%	53%	34%	40%
COMMUNICATION	61%	57%	59%	66%	66%	71%	82%	68%	62%	58%
HIGH PERFORMANCE	68%	66%	65%	74%	70%	70%	78%	71%	68%	66%
PUBLIC SECTOR VALUES	67%	64%	64%	73%	70%	70%	82%	72%	66%	64%
DIVERSITY & INCLUSION	70%	68%	68%	76%	76%	77%	85%	77%	71%	67%

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.

	Family and Community Services	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	7331	79	95	264	568	1067	747	1168	1141	809	107	107	42	373
ENGAGEMENT	63%	68%	65%	68%	67%	64%	61%	59%	64%	63%	67%	72%	80%	58%
SENIOR MANAGERS	44%	47%	45%	47%	46%	46%	40%	39%	46%	50%	58%	62%	81%	35%
COMMUNICATION	61%	52%	62%	62%	62%	60%	57%	58%	63%	67%	74%	77%	84%	53%
HIGH PERFORMANCE	68%	65%	66%	69%	70%	68%	64%	65%	70%	71%	76%	79%	84%	61%
PUBLIC SECTOR VALUES	67%	62%	66%	67%	68%	67%	63%	63%	68%	72%	76%	81%	87%	60%
DIVERSITY & INCLUSION	70%	60%	69%	70%	72%	70%	67%	69%	74%	77%	81%	82%	86%	62%

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.

	Family and Community Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	7331	714	534	963	1807	1709	808
ENGAGEMENT	63%	72%	66%	65%	62%	61%	59%
SENIOR MANAGERS	44%	61%	49%	47%	41%	41%	39%
COMMUNICATION	61%	74%	66%	64%	58%	58%	56%
HIGH PERFORMANCE	68%	75%	70%	70%	66%	66%	65%
PUBLIC SECTOR VALUES	67%	77%	69%	69%	64%	65%	64%
DIVERSITY & INCLUSION	70%	80%	74%	73%	69%	68%	68%

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.

	Family and Community Services	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	7331	7	133	498	688	805	932	969	999	876	461	193
ENGAGEMENT	63%	(r)	73%	68%	67%	64%	63%	63%	61%	61%	60%	66%
SENIOR MANAGERS	44%	(r)	60%	52%	49%	46%	45%	46%	39%	42%	37%	44%
COMMUNICATION	61%	(r)	71%	69%	67%	63%	62%	61%	56%	58%	55%	58%
HIGH PERFORMANCE	68%	(r)	76%	73%	71%	69%	68%	68%	65%	65%	65%	67%
PUBLIC SECTOR VALUES	67%	(r)	77%	72%	70%	68%	66%	67%	64%	64%	64%	65%
DIVERSITY & INCLUSION	70%	(r)	80%	78%	76%	74%	70%	70%	67%	68%	67%	69%

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.

	Family and Community Services	Male	Female	Other
NUMBER OF RESPONDENTS	7331	1754	4777	44
ENGAGEMENT	63%	62%	64%	58%
SENIOR MANAGERS	44%	43%	45%	34%
COMMUNICATION	61%	61%	61%	51%
HIGH PERFORMANCE	68%	66%	68%	58%
PUBLIC SECTOR VALUES	67%	67%	67%	56%
DIVERSITY & INCLUSION	70%	71%	71%	58%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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ABORIGINAL AND/OR TORRES STRAIT ISLANDER



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.

	Family and Community Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7331	360	6007	225
ENGAGEMENT	63%	63%	64%	52%
SENIOR MANAGERS	44%	46%	45%	24%
COMMUNICATION	61%	58%	62%	37%
HIGH PERFORMANCE	68%	65%	69%	48%
PUBLIC SECTOR VALUES	67%	63%	68%	47%
DIVERSITY & INCLUSION	70%	66%	72%	46%

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

LANGUAGE OTHER THAN ENGLISH



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.

	Family and Community Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7331	1530	4889	196
ENGAGEMENT	63%	68%	62%	53%
SENIOR MANAGERS	44%	51%	43%	29%
COMMUNICATION	61%	65%	61%	43%
HIGH PERFORMANCE	68%	71%	67%	51%
PUBLIC SECTOR VALUES	67%	69%	66%	51%
DIVERSITY & INCLUSION	70%	73%	71%	50%

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



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.

	Family and Community Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7331	268	6057	285
ENGAGEMENT	63%	58%	64%	51%
SENIOR MANAGERS	44%	39%	46%	27%
COMMUNICATION	61%	54%	62%	40%
HIGH PERFORMANCE	68%	61%	69%	51%
PUBLIC SECTOR VALUES	67%	60%	68%	50%
DIVERSITY & INCLUSION	70%	63%	72%	50%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Family and Community Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7331	500	5805	292
ENGAGEMENT	63%	56%	64%	53%
SENIOR MANAGERS	44%	36%	46%	29%
COMMUNICATION	61%	54%	62%	44%
HIGH PERFORMANCE	68%	61%	69%	53%
PUBLIC SECTOR VALUES	67%	60%	68%	52%
DIVERSITY & INCLUSION	70%	65%	72%	54%

KEY

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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.

	Family and Community Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7331	362	5998	240
ENGAGEMENT	63%	62%	64%	51%
SENIOR MANAGERS	44%	46%	45%	25%
COMMUNICATION	61%	63%	62%	44%
HIGH PERFORMANCE	68%	68%	68%	50%
PUBLIC SECTOR VALUES	67%	66%	67%	50%
DIVERSITY & INCLUSION	70%	72%	72%	52%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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GUIDE TO THIS REPORT

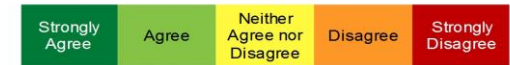
i ANONYMITY RULES

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.

i 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.

i 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

i 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%