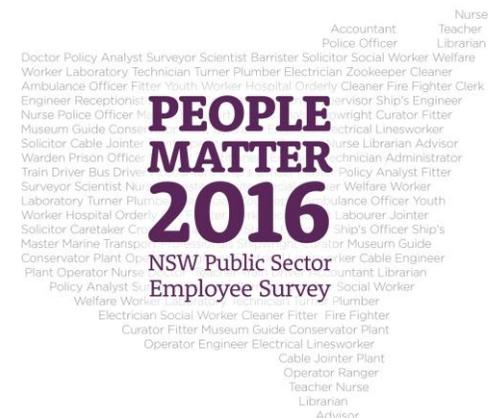


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report
Industry

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
QUESTION GROUPS	6
COMPARISONS	13
ALL QUESTIONS	17
PROFILE OF RESPONDENTS	46
DEMOGRAPHIC RESULTS	51
GUIDE TO THIS REPORT	65

RESPONSE RATE

40%

**6,882 RESPONSES OUT OF
17,353 EMPLOYEES**

ENGAGEMENT INDEX

61%

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	96%
2i. People in my workgroup treat customers/clients with respect	90%
2a. My workgroup strives to achieve customer/client satisfaction	88%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	87%
1a. I understand what is expected of me to do well in my role	84%
1d. I feel I make a contribution to achieving the organisation's objectives	82%
2e. I receive help and support from other members of my workgroup	82%
7c. My organisation strives to earn and sustain a high level of public trust	79%
5k. My manager treats employees with dignity and respect	79%
2h. People in my workgroup treat each other with respect	77%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

7f. I feel that change is handled well in my organisation	28%
7l. My organisation's processes for recruiting employees are efficient	28%
15. I believe action will be taken on the results from this survey by my organisation	28%
6h. I feel that senior managers listen to employees	34%
6b. I feel that senior leaders effectively lead and manage change	35%
9b. I have confidence in the ways my organisation resolves grievances	38%
6g. I feel that senior managers keep employees informed about what's going on	38%
3j. I am satisfied with the opportunities available for career development in my organisation	38%
7g. There is good co-operation between teams across our organisation	39%
6a. I believe senior managers provide clear direction for the future of the organisation	39%



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'.

ALMOST 6,900 EMPLOYEES ACROSS INDUSTRY TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Industry between 2nd and 31st May 2016. Almost 6,900 employees took the opportunity to have their say, resulting in a 40% response rate. This level of response is sufficient for the analysis of data across Industry to be robust and representative.

People Matter has demonstrated that the engagement score for Industry in 2016 was 61%. This was four percentage points below the sector average. The Department of Industry and Local Land Services returned a higher Engagement Index score (64% and 62% respectively) compared with the TAFE Commission (58%).

Survey results for Industry revealed that there is a clear distinction between perceptions of senior managers and direct managers, with the latter attracting notably higher scores. This is consistent with the same trend found across the sector however perceptions about senior managers in Industry were lower than the sector average across all related questions, particularly on the lower performing areas such as change management and communication.

Communication is an enabler for high performance and Industry scored in line with the sector average for this question group with 59%. Perceptions of how immediate managers communicate were stronger than perceptions of communication by senior managers, a common finding across the sector.

Effective, strong and visible leadership is not just essential for steering Industry through change but also to realise a high performance culture to enable better business outcomes. Key influencers of high performance for Industry were provision of employee support in order to optimise their contribution (53% agreement) and belief in the organisation's commitment to developing employees (46%). Both of these questions scored poorly across Industry, particularly for TAFE Commission.

The public sector values of integrity, trust, service and accountability guide the high standards required of employees. The values of service and trust scored highest within Industry (76% and 68% respectively), while accountability and integrity scored comparatively lower (59% and 60% respectively).

The majority of respondents in Industry agreed that diversity and inclusion can contribute to better business outcomes. Perceptions of respondents from Local Land Services (74%) and the Department of Industry (73%) were notably higher compared with the TAFE Commission (64%) which scored slightly below the cluster average.

This report focuses on all the key question groups in People Matter, comparing performance in Industry to the sector average and where possible providing analysis to demonstrate the themes and areas which, if improved, 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

LEVELS OF ENGAGEMENT HAVE DECLINED

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

<h3>EMPLOYEE ENGAGEMENT</h3> <h1>61%</h1>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	64%

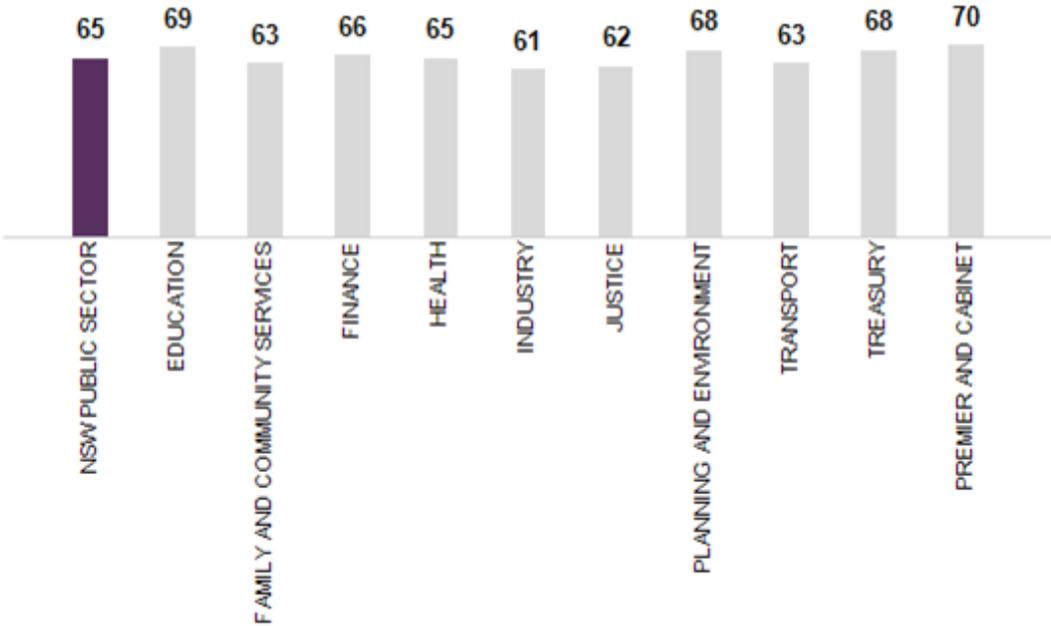
KEY DRIVERS OF ENGAGEMENT

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	51%	62%
7d.	My organisation focuses on improving the work we do	70%	76%
7j.	My organisation is committed to developing its employees	46%	53%
3j.	I am satisfied with the opportunities available for career development in my organisation	38%	45%
1f.	I am provided with the support I need to optimise my contribution at work	53%	59%
1e.	I feel I am able to suggest ideas to improve our way of doing things	68%	69%

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”

EMPLOYEE ENGAGEMENT

ENGAGEMENT HAS DECLINED SLIGHTLY AT THE CLUSTER LEVEL

The overall Engagement Index score for Industry in 2016 is 61%. This represents a small decline since 2014 (64%) and is below the sector overall (65%). Across the cluster, Department of Industry and Local Land Services returned a higher Engagement Index score (64% and 62% respectively), compared to TAFE Commission (58%).

Just under two thirds of respondents agree that they feel proud to tell others where they work (63%) which represents the strongest performing item within engagement. 47% of Industry respondents felt motivated by their organisation to help achieve its objectives, 48% are inspired by their organisation to do the best in their job and 51% would recommend Industry as a great place to work.

The Department of Industry had a higher level of advocacy (59%) and feeling motivated by the organisation to achieve objectives (51%). Local Land Services performed in line with cluster scores, with the exception of feeling a strong personal attachment (54% compared to 61% for Industry overall). TAFE Commission felt the strongest personal attachment (66%) but performed notably lower on all other engagement questions.

Engagement within this cluster 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. Furthermore, managers of other managers were most engaged (68%) compared to direct managers/supervisors (63%) and non-managers (60%).

Another interesting trend is noted within engagement by 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 pattern is not reflected in this cluster, nor is it reflected in the NSW public sector as a whole. Whilst levels of engagement do begin high (69% for less than 1 year of employment), the fall experienced with mid-level tenure never recovers, with the longest serving employees of 10+ years remaining amongst the least engaged employees in the cluster (58% for 10 – 20 years).

The scale of the *People Matter* survey and the amount of data collected allowed for a robust use of statistical analysis technique called Key Driver Analysis to explore items 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.

The analysis revealed that continuous improvement was a key influencer on engagement within Industry. The top drivers centred around this theme. Other key influencers for Industry respondents were feeling able to suggest ideas to improve work processes and their satisfaction with development and career opportunities.

SENIOR MANAGERS

AN AREA FOR FOCUS FOR INDUSTRY

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

SENIOR MANAGERS 41%	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	46%	53%
7e. My organisation is making the necessary improvements to meet our future challenges	51%	62%
7d. My organisation focuses on improving the work we do	70%	76%
7g. There is good co-operation between teams across our organisation	39%	48%
6i. Senior managers in my organisation genuinely support the career advancement of women	54%	54%
7n. My organisation generally selects capable people to do the job	50%	51%

People Matter demonstrates that overall perceptions of senior managers in Industry are below the sector average. The aggregate agreement score for this question group was 41% within Industry. Overall perceptions of senior managers were also less positive than other areas measured in the survey for this cluster. This trend is reflected within the NSW public sector, albeit with marginally higher scores than Industry.

When investigating perceptions within this cluster, we can see that the TAFE Commission is notably less positive about senior managers (32%) compared to both Local Land Services (47%) and the Department of Industry (48%).

There is a high degree of neutrality exhibited across the individual questions within the the senior managers question group. Around one quarter of respondents scored neutrally across all senior manager items. This is not uncommon due to the reduced visibility of senior leaders in large and complex organisations.

The highest performing item saw nearly two thirds (62%) of respondents agree that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis of customer and service as a focus for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to change management and listening to employees.

The aggregate result for senior managers declines with tenure and age. Those earning less than \$35,000 and those earning between \$85,000 - \$94,999 were identified as having notably lower levels of agreement (34% and 36% respectively).

Managers of other managers demonstrated higher levels of agreement across this question group when compared with managers and non-managers. Full time employees were also notably more positive compared to part-time employees across the majority of questions within the senior managers question group.

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding employee development and whether an organisation is focused on continuous improvement strongly influenced the outcomes of senior manager question scores and therefore shows a strong association between these themes and perceptions of leadership.

Less than half (46%) felt their organisation was committed to developing its employees or that there was good cooperation between teams across the organisation (39%). Despite over two thirds (70%) agreeing the organisation focuses on improving their work, only around half (51%) felt the organisation was actually making the necessary improvements to meet future challenges.

RESULTS MATCH THE SECTOR AVERAGE

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

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

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	76%	73%
5j. I have confidence in the decisions my line manager makes	68%	67%
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	68%	65%
5m. My manager provides acknowledgement or other recognition for the work I do	70%	67%
5i. My manager would take appropriate action if decision-making processes were found to be biased	68%	64%
5l. My manager talks to me about how the values apply to my work	56%	58%

Empowering and connecting with employees through communication is vital to successful organisations. Across Industry, questions regarding communication averaged 59% agreement which is equal to that of the sector overall. Across the cluster, Local Land Services reported the highest result (65%) followed by the Department of Industry (63%). TAFE Commission were notably lower at 52%.

Higher levels of agreement with communication questions related to immediate managers and supervisors. Conversely, questions relating to how senior managers communicate and listen to employees returned comparatively lower levels of agreement, suggesting the existence of perceived barriers between employees and senior managers. This trend is also evident amongst the NSW public sector overall.

Younger employees (20 to 24 years old) within this cluster responded the most positively to communication questions (73% agreement), whilst 60 to 64 year olds were notably less positive (53% agreement). Tenure followed a similar pattern to age whereby new starters were more positive and those with a greater length of service were notably less positive. Perceptions of communication increased by seniority with managers of managers most positive (69%), compared to managers and non managers (both 58%). By salary, perceptions were generally consistent however those within the highest salary bands responded the most positively to communication questions.

Amongst different demographic groups, there were no significant difference by gender, Aboriginal and Torres Strait Islander or LGBTI employees, or managers and non managers. However, managers of other managers were notably more positive (69%), as were senior executives (80%).

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding wider perceptions of direct managers were fundamentally influencing perceptions about communications within Industry. All of the top key influencer questions scored marginally above the sector overall, with the exception of managers talking about how values apply to employees work.

As the strongest influencer of communication, it is positive to see that over three quarters (76%) of Industry respondents agreed that their manager listens to what they have to say. Further, around two thirds have confidence in the decisions their direct manager makes and agree that they take into account the differing needs and circumstances of employees when making decisions (both 68% agreement).

RESULTS ARE CLOSE TO 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 65%	PMES 2016 SECTOR SCORE	68%
	PMES 2016 CLUSTER HIGH	73%
	PMES 2016 CLUSTER LOW	61%

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	53%	59%
7j. My organisation is committed to developing its employees	46%	53%
5f. My manager encourages and values employee input	73%	69%
5g. My manager involves my workgroup in decisions about our work	66%	64%
5e. My manager communicates effectively with me	70%	69%
6b. I feel that senior leaders effectively lead and manage change	35%	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 65% within Industry. This is consistent with the sector average of 68%. Across the cluster, the Department of Industry and Local Land Services were on par at 69% while TAFE Commission was notably lower at 59%.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement and innovation, collaboration and outcomes.

Capability questions aimed to assess perceptions about work skills. Industry capability questions collectively scored 66% agreement which is in line with the sector average.

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 for Industry was 68%, six percentage points below the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived Industry to be an organisation which is future and improvement focused and encouraging of innovation. These question groups scored 64% and 57% respectively.

Collaboration survey questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. Industry collectively scored 55% agreement for this question group which was four points below the sector average.

Outcomes questions looked to evaluate the perception of achievement of organisational objectives and business outcomes. Industry returned a result of 85% agreement which was in line with the sector average.

KEY INFLUENCERS

Analysis revealed that perceptions about workplace support strongly influenced high performance scores. Nearly three quarters (73%) believed their manager encourages and values employee input, which equates to four percentage points above the sector average. Just over one third (35%) agree senior leaders effectively lead and manager change, which is nine percentage points below the sector.

53% of Industry respondents felt supported in order to optimise their contribution while 46% believe their organisation is committed to developing its employees. Both items received relatively low scores, particularly for TAFE Commission.

PUBLIC SECTOR VALUES

RESULTS ARE CLOSE TO 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%

65%

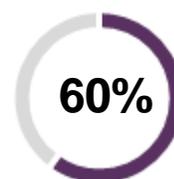
KEY INFLUENCERS

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

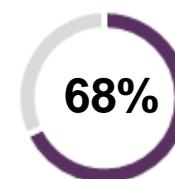
Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5j.	I have confidence in the decisions my line manager makes	68%	67%
6b.	I feel that senior leaders effectively lead and manage change	35%	43%
5f.	My manager encourages and values employee input	73%	69%
7j.	My organisation is committed to developing its employees	46%	53%
5e.	My manager communicates effectively with me	70%	69%
6d.	Senior managers encourage innovation by employees	47%	49%

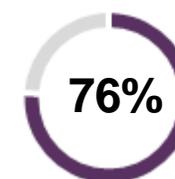
PUBLIC SECTOR VALUES



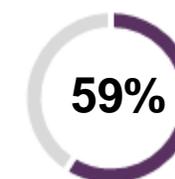
Integrity



Trust



Service



Accountability

The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Industry had an aggregate agreement score of 65% which is one point below the sector average. All values were in line with the sector average, except for accountability which was slightly below average.

Across all values, Local Land Services were highly positive regarding Service (81%) and Integrity (67%). Accountability was strongest within the Department of Industry (64%) while TAFE Commission had a notably lower level of agreement for Accountability (53%), Integrity (53%) and Trust (63%) when compared to cluster results and the wider sector.

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. Industry respondents scored on par with the sector average (60% agreement). The score for Integrity was drawn down by low agreement with the question about senior managers modelling the behaviours of the organisation. Over one third (32%) responded negatively and over one quarter (28%) were unsure.

Trust included questions relating to being treated with fairness and respect and having a culture of open, two-way communication. The aggregated agreement score for Industry was equal to that of the sector average.

Service questions are concerned with customer needs and service quality. A high proportion of Industry respondents (88%) agreed that their workgroups strive to achieve customer and client satisfaction.

Accountability questions relate to efficiency and continuous improvement. Whilst Industry respondents generally believed their organisation and managers focus on making improvements, only 42% agree that people taking responsibility for their actions. Additionally, just over a third (39%) felt senior managers provide a clear direction for the future of the organisation, which has negatively impacted the overall score for accountability.

KEY INFLUENCERS

Statistical correlation analysis revealed that having confidence in direct managers strongly influenced Industry respondents perceptions about values. Effectively managing change, communicating well and involving employees in decisions impacted highly on responses to values questions.

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%

69%

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	70%	69%
5g.	My manager involves my workgroup in decisions about our work	66%	64%
5j.	I have confidence in the decisions my line manager makes	68%	67%
5m.	My manager provides acknowledgement or other recognition for the work I do	70%	67%
5k.	My manager treats employees with dignity and respect	79%	76%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	74%	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, Industry responses to these questions were broadly positive, with an aggregated agreement score across all items of 69%, two points above the sector average.

Across the cluster, scores were strongly positive within Local Land Services (74%) and the Department of Industry (73%). TAFE Commission had a notably lower perception at 64%, three percentage points below the sector average.

87% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes. Around three quarters of respondents agreed their manager listens to what they have to say (76%), that the organisation respects individual differences (75%) and that they are able to speak up and share different views (73%).

Currently around two thirds (68%) are satisfied with their ability to access flexible working arrangements, 10 percentage points above the sector average. TAFE Commission had a lower agreement score (57%).

Men, women, ATSI and LGBTI employees were broadly in line with average scores for all diversity and inclusion questions.

KEY INFLUENCERS

Statistical correlation analysis has revealed that perceptions about direct managers influence opinions about diversity and inclusion in the workplace. The scores for the top six key influencing questions were reasonably strong and performed marginally above the sector average.

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.

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

	Industry	Department of Industry	Local Land Services	TAFE Commission
NUMBER OF RESPONDENTS	6882	3245	702	2935
ENGAGEMENT	61%	64%	62%	58%
SENIOR MANAGERS	41%	48%	47%	32%
COMMUNICATION	59%	63%	65%	52%
HIGH PERFORMANCE	65%	69%	69%	59%
PUBLIC SECTOR VALUES	65%	69%	70%	59%
DIVERSITY & INCLUSION	69%	73%	74%	64%

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

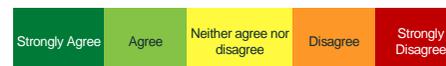
This section shows results for all the survey questions grouped by key themes.

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	61% RESPONSE SCALE					AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work	13	38	28	13	8	51%	53%	60%
Q7p. I am proud to tell others I work for my organisation	20	43	24	9		63%	70%	68%
Q7q. I feel a strong personal attachment to my organisation	21	40	24	10		61%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	12	35	31	15	8	47%	49%	55%
Q7s. My organisation inspires me to do the best in my job	13	34	31	14	8	48%	50%	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	74% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		71%	76%
Q1h. I look for ways to perform my job more effectively		96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		74%	76%
Q1j. I am satisfied with my job at the present time		55%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

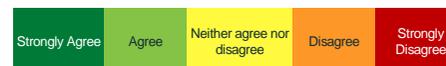
This section shows results for all the survey questions grouped by key themes.

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	41% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	31	24	21	15	39%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	27	26	21	18	35%	43%
Q6c. I feel that senior managers model the values of my organisation	9	31	28	16	16	41%	48%
Q6d. Senior managers encourage innovation by employees	10	37	28	15	10	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	38	28	13	10	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	47	22	9	8	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	31	25	21	16	38%	44%
Q6h. I feel that senior managers listen to employees		27	28	20	18	34%	39%
Q7f. I feel that change is handled well in my organisation		22	27	26	19	28%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

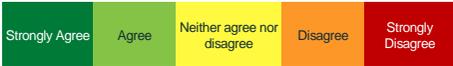
This section shows results for all the survey questions grouped by key themes.

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.

COMMUNICATION	59%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q5e. My manager communicates effectively with me	28	42	15	9	70%	69%	
Q5f. My manager encourages and values employee input	31	42	15	7	73%	69%	
Q5g. My manager involves my workgroup in decisions about our work	24	42	18	10	66%	64%	
Q6g. I feel that senior managers keep employees informed about what's going on	7	31	25	21	16	38%	44%
Q6h. I feel that senior managers listen to employees	27	28	20	18	34%	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





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.

HIGH PERFORMANCE	65% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role		84%	90%
Q1b. I have the tools I need to do my job effectively		60%	70%
Q1c. I get the information I need to do my job well		56%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		82%	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		77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		77%	76%
Q3h. I have received appropriate training and development to do my job well		54%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

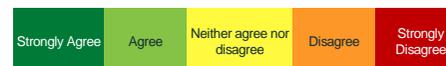
This section shows results for all the survey questions grouped by key themes.

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.

HIGH PERFORMANCE	65% RESPONSE SCALE				AGREEMENT %	SECTOR	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	48	17	8	72%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	42	24	11	60%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20	46	19	10	67%	65%	
Q5j. I have confidence in the decisions my line manager makes	25	43	19	8	68%	67%	
Q6d. Senior managers encourage innovation by employees	10	37	28	15	10	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	38	28	13	10	49%	52%
Q7d. My organisation focuses on improving the work we do	21	49	18	8	70%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	15	37	26	15	8	51%	62%
Q7g. There is good co-operation between teams across our organisation		32	28	22	11	39%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

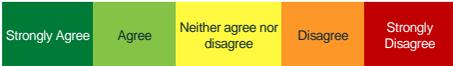
This section shows results for all the survey questions grouped by key themes.

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.

HIGH PERFORMANCE	65% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		50%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		68%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		87%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

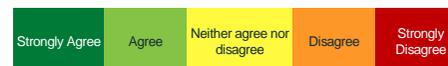
This section shows results for all the survey questions grouped by key themes.

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	65% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	42	46	8		88%	85%
Q2b. People in my workgroup use time and resources efficiently	24	48	17	9	71%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	31	41	16	8	72%	67%
Q2h. People in my workgroup treat each other with respect	34	44	13		77%	72%
Q2i. People in my workgroup treat customers/clients with respect	43	46	7		90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	48	17	8	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	42	24	11	60%	64%
Q5d. My manager listens to what I have to say	31	45	12		76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	41	20		68%	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	65% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect		79%	76%
Q5l. My manager talks to me about how the values apply to my work		56%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		39%	47%
Q6c. I feel that senior managers model the values of my organisation		41%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		38%	44%
Q6h. I feel that senior managers listen to employees		34%	39%
Q7a. My organisation provides high quality services		76%	80%
Q7b. My organisation strives to match services to customer/client needs		77%	80%

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	65% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	27	52	13			79%	83%
Q7d. My organisation focuses on improving the work we do	21	49	18	8		70%	76%
Q7h. People in my organisation take responsibility for their own actions		35	32	17	9	42%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	50	24	8		63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

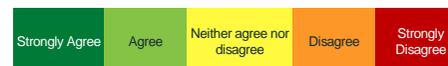
This section shows results for all the survey questions grouped by key themes.

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.

DIVERSITY & INCLUSION	69% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	13	40	20	18	8	53%	59%
Q5d. My manager listens to what I have to say	31	45	12			76%	73%
Q5f. My manager encourages and values employee input	31	42	15	7		73%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	25	43	19	8		68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	41	20			68%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	18	35	35			54%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	19	56	18			75%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	51	22			68%	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

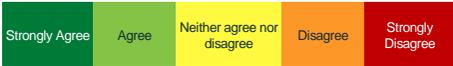
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

DIVERSITY & INCLUSION	69% RESPONSE SCALE			AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	37	50	11	87%	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	42	18 9	68%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

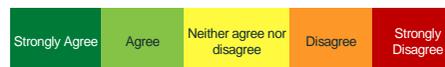
This section shows results for all the survey questions grouped by key themes.

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.

RECRUITMENT	39%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q7l. My organisation's processes for recruiting employees are efficient	23	31	27	15	28%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	34	34	16	11	40%	41%
Q7n. My organisation generally selects capable people to do the job	44	27	14	8	50%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

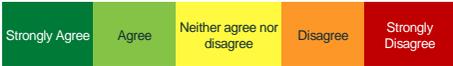
This section shows results for all the survey questions grouped by key themes.

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.

EMPLOYEE VALUE PROPOSITION	50% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		51%	53%
Q7g. There is good co-operation between teams across our organisation		39%	48%

KEY



PERFORMANCE FRAMEWORK & DEVELOPMENT

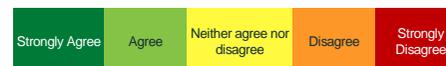
55% RESPONSE SCALE

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	16	42	18	16	8	57%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	22	47	14	11		69%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	16	36	20	19	9	52%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	16	41	21	15	8	56%	59%
Q3e. My performance is assessed against clear criteria	11	33	27	18	10	44%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	29	45	12	8		74%	71%
Q3g. I am able to access the right learning and development opportunities as required	14	41	24	14		55%	60%
Q3h. I have received appropriate training and development to do my job well	13	41	25	15		54%	63%
Q3i. I have a strong desire to advance my career	33	36	23			69%	69%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT

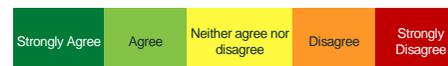
55% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	9	30	27	21	13	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	24	37	16	8	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	27	43	16	9		70%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12	28	37	14	9	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	19	44	24	8		63%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	39	28			61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	34	37	7		51%	53%
Q7j. My organisation is committed to developing its employees	9	37	31	14	9	46%	53%

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.



EXPLORE THE FULL SURVEY RESULTS

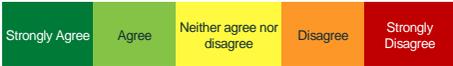
This section shows results for all the survey questions grouped by key themes.

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.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	15	24	37	16	8	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	39	28			61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	34	37	7		51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

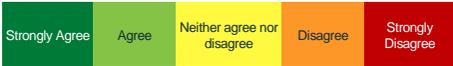
This section shows results for all the survey questions grouped by key themes.

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.

PAY & BENEFITS	69% RESPONSE SCALE				AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	18	50	14	12	69%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	19	50	16	10	69%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY GROUPS	71% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	22	54	19		76%	77%
Q8c. Age is not a barrier to success in my organisation	19	49	21	8	68%	71%
Q8d. Disability is not a barrier to success in my organisation	19	49	27		68%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	21	51	25		72%	76%
Q8f. Gender is not a barrier to success in my organisation	22	50	20		72%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	13	40	20	18	8	53%	59%
Q1k. I am able to keep my work stress at an acceptable level	11	41	20	18	10	52%	58%
Q1l. My workload is acceptable	9	42	19	19	11	51%	55%
Q2e. I receive help and support from other members of my workgroup	32	50	12			82%	80%
Q2f. There is good team spirit in my workgroup	30	37	16	11		67%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	15	45	21	12		60%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

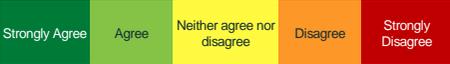
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS	28%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q15. I believe action will be taken on the results from this survey by my organisation	24	39	21	12	28%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE CONDUCT

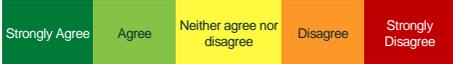
49% RESPONSE SCALE

AGREEMENT %

SECTOR

QUESTION	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	50	24	8		63%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		31	38	15	9	38%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	10	36	33	13	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		50%	46%
Better skills in my workgroup		24%	27%
Improved career opportunities		53%	52%
Improved learning and development opportunities		49%	50%
Greater involvement in decision making		35%	33%
Better pay and benefits		48%	58%
Greater recognition for the work I do		43%	45%
Better leadership from senior managers		47%	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		26%	27%
Better accountability for performance		27%	25%
A better location		16%	20%
More flexible working conditions		31%	38%
Better work/life balance		41%	46%
Improved facilities		26%	30%
Improved technology and systems		47%	38%
Better job security		56%	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%	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		66%	72%
No		29%	24%
Don't Know		5%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		21%	25%
No		69%	64%
Don't Know		10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		55%	63%
No		43%	35%
Don't Know		2%	2%



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
Q10c. In the last 12 months I have witnessed bullying at work			
Yes		29%	35%
No		64%	58%
Don't Know		7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work			
Yes		16%	20%
No		79%	75%
Don't Know		5%	5%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	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		23%	23%
Your Immediate Manager/Supervisor		27%	26%
A fellow worker at your level		21%	25%
A subordinate		8%	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		14%	13%



EXPLORE THE FULL SURVEY RESULTS

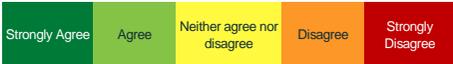
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

INDUSTRY QUESTIONS	RESPONSE SCALE					AGREEMENT %
Q1. I am aware of our safety and wellbeing strategy	21	60	12			81%
Q2. I am regularly consulted on matters affecting safety in my workforce	16	47	21	13		63%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	13	42	28	12		55%
Q4. The rationale for change initiatives is communicated well		29	30	21	13	36%

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.

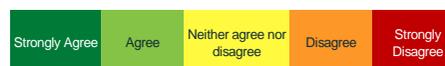
TAFE EMPLOYEES ONLY

RESPONSE SCALE

AGREEMENT %

Q5. I am aware of the major reforms being implemented across the VET Sector and TAFE NSW	30	56	10			86%
Q6. Senior managers have clearly communicated the intent of these reforms	10	37	23	19	10	48%
Q7. Senior managers have clearly communicated the progress of these reforms to date	8	32	28	21	11	40%
Q8. I feel that I contribute to the implementation of these reforms		23	32	22	16	30%
Q9. I believe the reforms will improve the quality of teaching in TAFE NSW Institutes	14		29	22	30	19%
Q10. I believe the reforms will support sustainable and inclusive communities across NSW	15		33	20	27	20%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

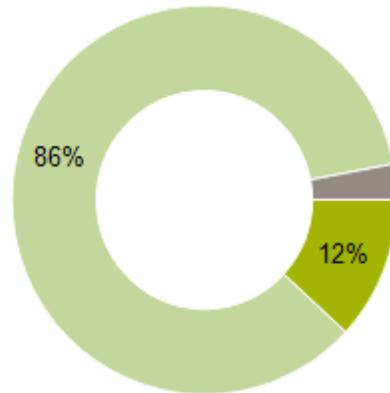
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		43%
Female		56%
Other		1%
Age		
<35		14%
35 - 54		58%
> 54		28%

PROFILE OF RESPONDENTS

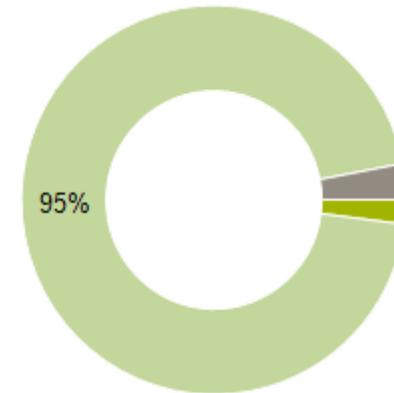


PERSONAL PROFILES

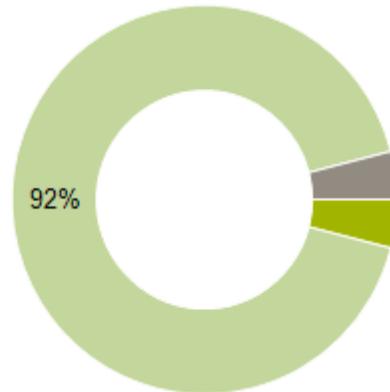
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



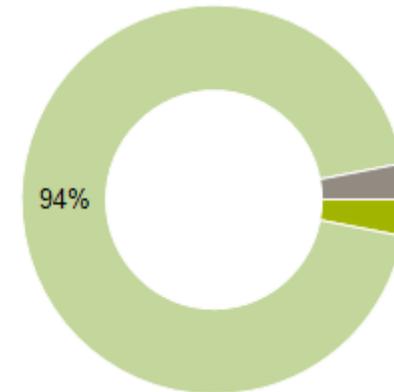
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		10%
1 - 2 years		10%
2 - 5 years		19%
5 - 10 years		17%
10 - 20 years		24%
More than 20 years		20%

PROFILE OF RESPONDENTS



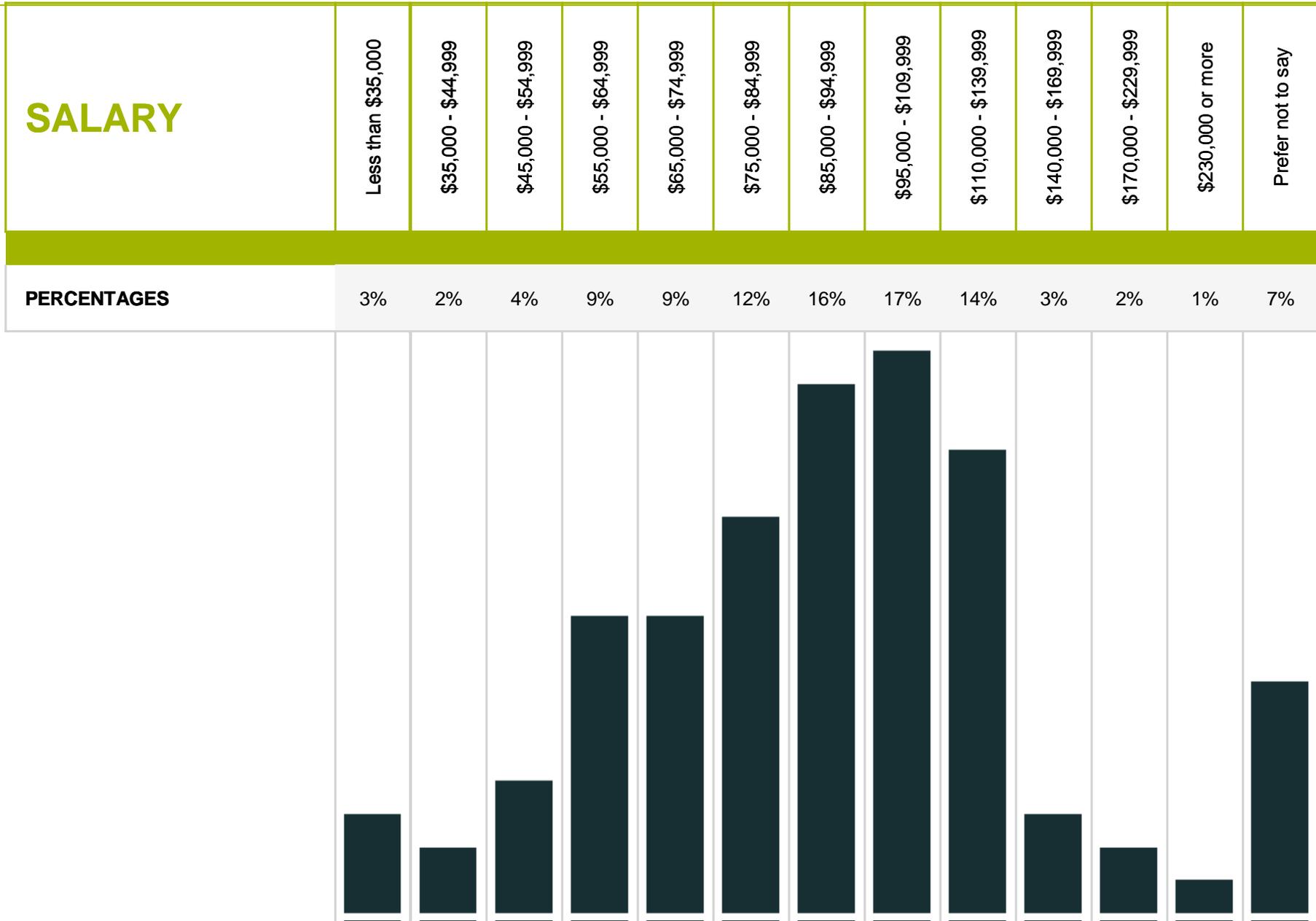
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		39%
Other service delivery work		8%
Administrative support		10%
Corporate services		12%
Policy		4%
Research		6%
Program and project management support		11%
Legal (including developing and/or reviewing legislation)		1%
Other		10%

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.

	Industry	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	6882	2473	487	634	750	253	363	673	67	653
ENGAGEMENT	61%	57%	61%	67%	65%	62%	64%	62%	70%	61%
SENIOR MANAGERS	41%	33%	38%	49%	51%	52%	42%	48%	60%	41%
COMMUNICATION	59%	53%	56%	64%	66%	68%	62%	65%	75%	58%
HIGH PERFORMANCE	65%	59%	63%	70%	71%	72%	68%	69%	83%	64%
PUBLIC SECTOR VALUES	65%	61%	63%	70%	70%	72%	67%	70%	81%	64%
DIVERSITY & INCLUSION	69%	64%	67%	74%	76%	77%	72%	75%	86%	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 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.

	Industry	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	6882	180	147	273	589	587	750	1012	1086	895	169	148	44	428
ENGAGEMENT	61%	60%	59%	61%	64%	64%	63%	57%	60%	62%	68%	70%	78%	57%
SENIOR MANAGERS	41%	34%	37%	37%	43%	43%	41%	36%	41%	45%	51%	67%	76%	34%
COMMUNICATION	59%	57%	57%	55%	60%	59%	60%	55%	60%	62%	66%	78%	86%	52%
HIGH PERFORMANCE	65%	63%	62%	62%	67%	66%	66%	61%	65%	68%	71%	78%	85%	58%
PUBLIC SECTOR VALUES	65%	63%	61%	61%	66%	65%	66%	61%	66%	69%	71%	80%	86%	60%
DIVERSITY & INCLUSION	69%	67%	66%	66%	71%	70%	71%	66%	71%	73%	75%	80%	87%	61%

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.

	Industry	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	6882	631	622	1184	1098	1512	1246
ENGAGEMENT	61%	69%	65%	62%	60%	58%	59%
SENIOR MANAGERS	41%	58%	51%	46%	38%	35%	35%
COMMUNICATION	59%	74%	66%	63%	57%	54%	53%
HIGH PERFORMANCE	65%	74%	70%	68%	63%	61%	61%
PUBLIC SECTOR VALUES	65%	75%	70%	68%	63%	62%	62%
DIVERSITY & INCLUSION	69%	79%	76%	73%	68%	65%	65%

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.

	Industry	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	6882	11	107	308	446	658	909	979	1101	1016	581	188
ENGAGEMENT	61%	(r)	73%	67%	64%	62%	62%	61%	60%	59%	58%	63%
SENIOR MANAGERS	41%	(r)	60%	54%	47%	43%	44%	43%	38%	37%	35%	36%
COMMUNICATION	59%	(r)	73%	67%	63%	62%	61%	60%	56%	55%	53%	59%
HIGH PERFORMANCE	65%	(r)	76%	72%	68%	67%	67%	65%	63%	62%	61%	65%
PUBLIC SECTOR VALUES	65%	(r)	76%	72%	67%	66%	67%	66%	64%	63%	61%	64%
DIVERSITY & INCLUSION	69%	(r)	82%	77%	74%	73%	72%	70%	68%	66%	64%	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 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.

	Industry	Male	Female	Other
NUMBER OF RESPONDENTS	6882	2723	3568	41
ENGAGEMENT	61%	60%	63%	41%
SENIOR MANAGERS	41%	40%	43%	12%
COMMUNICATION	59%	59%	60%	35%
HIGH PERFORMANCE	65%	63%	66%	40%
PUBLIC SECTOR VALUES	65%	65%	66%	39%
DIVERSITY & INCLUSION	69%	69%	71%	47%

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

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.

	Industry	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6882	148	5998	198
ENGAGEMENT	61%	66%	61%	51%
SENIOR MANAGERS	41%	43%	42%	25%
COMMUNICATION	59%	57%	60%	44%
HIGH PERFORMANCE	65%	65%	65%	48%
PUBLIC SECTOR VALUES	65%	66%	66%	50%
DIVERSITY & INCLUSION	69%	66%	70%	51%

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.

	Industry	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6882	759	5451	161
ENGAGEMENT	61%	65%	61%	49%
SENIOR MANAGERS	41%	48%	41%	24%
COMMUNICATION	59%	62%	59%	42%
HIGH PERFORMANCE	65%	68%	65%	48%
PUBLIC SECTOR VALUES	65%	68%	65%	49%
DIVERSITY & INCLUSION	69%	71%	70%	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.

	Industry	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6882	242	5861	258
ENGAGEMENT	61%	57%	62%	48%
SENIOR MANAGERS	41%	30%	43%	23%
COMMUNICATION	59%	52%	60%	41%
HIGH PERFORMANCE	65%	57%	66%	48%
PUBLIC SECTOR VALUES	65%	60%	66%	50%
DIVERSITY & INCLUSION	69%	62%	71%	51%

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.

	Industry	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6882	484	5591	283
ENGAGEMENT	61%	55%	62%	50%
SENIOR MANAGERS	41%	34%	43%	27%
COMMUNICATION	59%	50%	61%	44%
HIGH PERFORMANCE	65%	57%	66%	51%
PUBLIC SECTOR VALUES	65%	58%	67%	53%
DIVERSITY & INCLUSION	69%	61%	71%	54%

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.

	Industry	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6882	176	5952	220
ENGAGEMENT	61%	61%	62%	49%
SENIOR MANAGERS	41%	38%	42%	25%
COMMUNICATION	59%	58%	60%	43%
HIGH PERFORMANCE	65%	64%	65%	49%
PUBLIC SECTOR VALUES	65%	65%	66%	50%
DIVERSITY & INCLUSION	69%	69%	70%	51%

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

GUIDE TO THIS REPORT

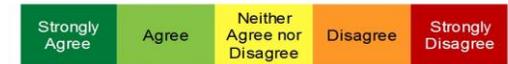
i ANONYMITY RULES

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%