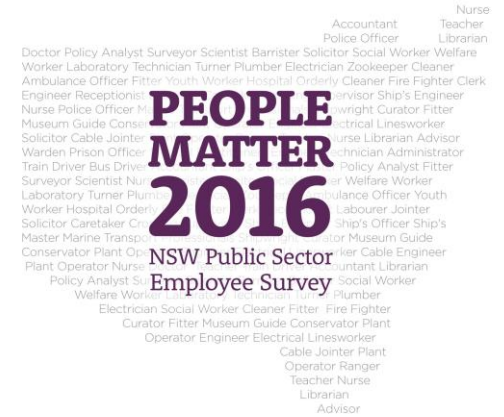

PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

Premier and Cabinet

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RESPONSE RATE

80%

**1,367 RESPONSES FROM
1,705 EMPLOYEES**

ENGAGEMENT INDEX

70%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2014
CLUSTER SCORE **71%**



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%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	93%
2i. People in my workgroup treat customers/clients with respect	90%
2a. My workgroup strives to achieve customer/client satisfaction	89%
7c. My organisation strives to earn and sustain a high level of public trust	87%
7a. My organisation provides high quality services	87%
1a. I understand what is expected of me to do well in my role	87%
7b. My organisation strives to match services to customer/client needs	86%
1d. I feel I make a contribution to achieving the organisation's objectives	86%
2e. I receive help and support from other members of my workgroup	82%



LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

7l. My organisation's processes for recruiting employees are efficient	39%
3j. I am satisfied with the opportunities available for career development in my organisation	39%
15. I believe action will be taken on the results from this survey by my organisation	42%
5n. My manager appropriately deals with employees who perform poorly	42%
9b. I have confidence in the ways my organisation resolves grievances	46%
7f. I feel that change is handled well in my organisation	46%
6h. I feel that senior managers listen to employees	50%
7m. Recruitment and promotion decisions in this organisation are generally fair	50%
6b. I feel that senior leaders effectively lead and manage change	51%
6d. Senior managers encourage innovation by employees	52%



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 1,400 EMPLOYEES ACROSS THE PREMIER AND CABINET CLUSTER TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Premier and Cabinet between 2nd and 31st May 2016. Almost 1,400 employees took the opportunity to have their say, resulting in an 80% response rate. This level of response is sufficient for the analysis of data across Premier and Cabinet and all of its organisations to be robust and representative.

People Matter has demonstrated that levels of employee engagement in Premier and Cabinet remain strong at 70% and the cluster was the most engaged compared to all others in 2016. Across the cluster, Infrastructure NSW and Sydney Cricket and Sports Ground Trust returned the highest Engagement Index scores (88% and 75%) while the Natural Resources Commission was the least engaged (63%).

Employee engagement with organisations is lower than engagement with work. An observable finding across Premier and Cabinet 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.

Analysis of People Matter has shown that providing support to optimise work outcomes, employees feeling able to suggest ideas to improve how things are done and believing that the organisation is making necessary improvements to meet future challenges are fundamental to engagement at Premier and Cabinet.

Communication is an enabler for high performance, and Premier and Cabinet scored higher than the sector overall for this question group. 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 slightly above the sector average at 72%. Within this group, all factors were above the sector average, particularly capability and collaboration.

The public sector values of integrity, trust, service and accountability guide the high standards required of all employees and organisations across the sector. Respondents across Premier and Cabinet demonstrate high agreement with all of the values, especially with aspects of service and trust.

The majority of respondents in Premier and Cabinet agreed that diversity and inclusion in the workplace can contribute to better business outcomes. The perceptions for some minority groups including those from non-English speaking backgrounds and LGBTI employees were broadly in line with sector averages while the perceptions of employees with a disability or a diagnosed mental health condition were consistently less positive across all areas, which is a trend replicated across the sector.

This report focuses on all the key questions groups in People Matter, comparing performance in Premier and Cabinet 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 REMAINS HIGH

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>70%</h1>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	71%

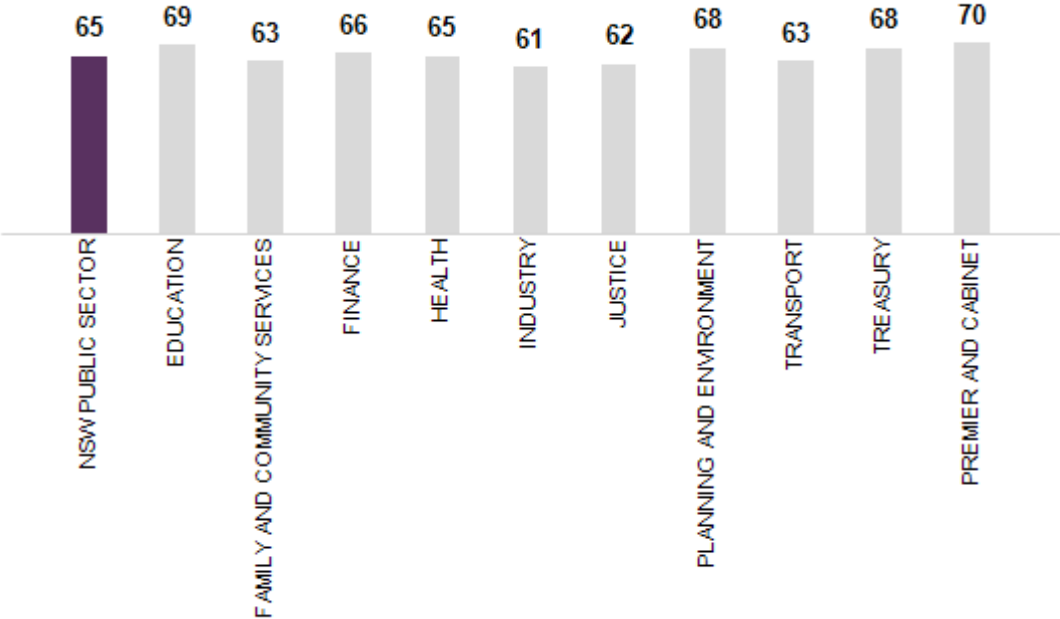
KEY DRIVERS OF ENGAGEMENT

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
1f.	I am provided with the support I need to optimise my contribution at work	63%	59%
1e.	I feel I am able to suggest ideas to improve our way of doing things	74%	69%
7e.	My organisation is making the necessary improvements to meet our future challenges	67%	62%
7d.	My organisation focuses on improving the work we do	80%	76%
3j.	I am satisfied with the opportunities available for career development in my organisation	39%	45%
7j.	My organisation is committed to developing its employees	55%	53%

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 HIGH AND ABOVE THE SECTOR AVERAGE AT CLUSTER LEVEL

The overall Engagement Index score for Premier and Cabinet in 2016 was 70%. This was five percentage points higher than the sector average and one percentage point lower than the 2014 cluster score. Infrastructure NSW and Sydney Cricket and Sports Ground Trust returned the highest Engagement Index scores (88% and 75% respectively). The Department score was 72%. The Natural Resources Commission was the least engaged organisation in the cluster (63%).

The majority of respondents indicated they feel proud to tell others where they work (80%) representing the strongest performing item within engagement, a trend also reflected in the wider context of the public sector. Inspiration and motivation returned comparatively lower levels of agreement (both 61%) and again, this is consistent with sector trends.

People Matter also examined the levels of engagement shown by respondents with their work, an area which tends to attract moderately higher scores than engagement with broader areas of an organisation. 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 managers or the organisation as a whole.

In particular, the vast majority of respondents (95%) agreed that they look for ways to do their job more effectively. This suggests respondents within this cluster are more engaged with their immediate role compared to their organisation as a whole.

Unlike typical trends seen in employment research where engagement declines with age, engagement within this cluster by age follows a U shape trend whereby engagement is high amongst younger employees, drops off within middle aged employees and then recovers again with older employees. Also running counter to common trends seen in research was the degree of engagement according to seniority. Scores were similar across the cluster regardless of the level of management whereas, typically, levels of engagement gradually decline from senior management downwards.

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. Premier and Cabinet experience peaks in engagement levels amongst employees with less than 1 year service, between 2-5 years service and 20+ years service however there are also lows in levels of engagement after 1-2 years of service and between 5-10 years service.

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

The analysis revealed that workplace support and feeling able to suggest ideas to improve ways of doing things have a significant impact on levels of engagement in Premier and Cabinet. Other drivers of engagement are also related to continuous improvement and employee development.

SENIOR MANAGERS

RESULTS ARE ABOVE 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 55%	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	55%	53%
6i. Senior managers in my organisation genuinely support the career advancement of women	61%	54%
7e. My organisation is making the necessary improvements to meet our future challenges	67%	62%
7h. People in my organisation take responsibility for their own actions	56%	48%
7g. There is good co-operation between teams across our organisation	55%	48%
7d. My organisation focuses on improving the work we do	80%	76%

Results from People Matter demonstrate that overall perceptions of senior managers across Premier and Cabinet are above the sector average. The aggregate agreement score for this question group was 55%. 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, albeit with lower scores than Premier and Cabinet.

Perceptions of senior managers were notably strong within Infrastructure NSW (97%), followed by Department of Premier and Cabinet (64%) and Natural Resources Commission (60%). Organisations which had weaker perceptions of senior managers included Office of Sport and Destination NSW (43% and 45%).

Almost two thirds of respondents (65%) agreed that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis of customer and public service as a focus for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to how well senior managers handle change management (46% agreement) and how well they listen to employees (50% agreement).

Among job roles, employees working within policy had the strongest perceptions of senior managers (73%) followed by legal (62%), administrative support (61%) and program and project management support (61%). Service delivery involving direct contact with the general public had notably weaker perceptions with just over a third (36%) agreeing with this question set.

Agreement across all senior manager items declines with tenure. For items specifically relating to senior managers, managers of other managers held higher levels of agreement across these items when compared with managers and non-managers.

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding career development and whether an organisation is making improvements to meet future challenges strongly influenced the outcomes of senior manager question scores and therefore shows a strong association between these themes and perceptions of leadership.

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 66%	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	78%	73%
5j. I have confidence in the decisions my line manager makes	74%	67%
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	72%	65%
5i. My manager would take appropriate action if decision-making processes were found to be biased	73%	64%
3f. I feel I can have open, honest conversations with my manager about the quality of work required	77%	71%
5k. My manager treats employees with dignity and respect	82%	76%

Empowering and connecting with employees through communication is vital to successful organisations. Across Premier and Cabinet, questions about communication averaged 66% agreement, seven percentage points higher than the sector average.

Across the cluster, Infrastructure NSW returned the strongest result for communication (97%). All other organisations remain in line with Premier and Cabinet averaged scores, with the exception of Office of Sport (61%) and Parliamentary Counsel's Office (49%).

Higher levels of agreement were returned on items relating to communication from immediate managers and supervisors. Overall, 76% felt able to speak up and share different views and 75% agreed their manager encourages and values employee input. Notably less agreed that senior managers listen to employees (50%) or that senior managers keep employees informed about what's going on (53%).

Agreement with communication questions was found to decline with tenure and age and differing perceptions about communication according to job role were also evident. Employees within policy and program and project management support held the strongest positive perceptions on communication (78% and 72% respectively). Conversely, employees within service delivery roles involving direct contact with the general public were notably less positive (57%).

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions about wider perceptions of direct managers were influencing perceptions about communications within in Premier and Cabinet. Encouragingly, this cluster demonstrates favourable perceptions of communication and confidence in the decision making of direct managers.

RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<h3>HIGH PERFORMANCE</h3> <h1>72%</h1>	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	63%	59%
7j.	My organisation is committed to developing its employees	55%	53%
6h.	I feel that senior managers listen to employees	50%	39%
6b.	I feel that senior leaders effectively lead and manage change	51%	43%
6a.	I believe senior managers provide clear direction for the future of the organisation	55%	47%
6c.	I feel that senior managers model the values of my organisation	57%	48%

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 72% within Premier and Cabinet. This was four points above the sector average. Across the cluster, perceptions of high performance were strong within Infrastructure NSW (91%) and all other organisations were in line with the average score, with the exception of Office of Sport (66%).

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

Capability questions aimed to assess perceptions about work skills and the aggregated score for the cluster was 72%, seven percentage points above the sector average. However, there was a lower level of agreement that the organisation selects capable people to do their job (66%).

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by employees understanding what is expected of them. The aggregated agreement score for these questions was 75%, seven percentage points above the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived their organisation to be future and improvement focused and encouraging of innovative ideas. These question groups scored 72% and 62% respectively, both marginally above the sector average.

Collaboration questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. There was 65% agreement for this question group which was six points above the sector average. Collaboration within teams (80%) was notably stronger than perceptions of collaboration between teams (55%).

Outcomes questions looked at achievement of organisational objectives and business outcomes. Premier and Cabinet returned a result of 89% agreement which was four points above the sector average.

Perceptions about performance varied according to job role. Those who work in policy were 81% in agreement, followed by legal (77%) while employees in service delivery roles had a lower score (65%). All other job roles were in line with cluster averages. Managers of other managers had a high level of agreement (76%), compared to managers (75%) and non-managers (71%). This linear trend was also noted when analysing salary groups.

KEY INFLUENCERS

Analysis revealed that perceptions about workplace support, employee development and whether or not senior managers listen to employees strongly influenced perceptions about high performance. Indeed, four of the six top influencing questions were related to the perceived performance of senior managers and while all questions scored above sector average, they range between 50%-63% agreement and are not strongly positive scores.

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%

72%

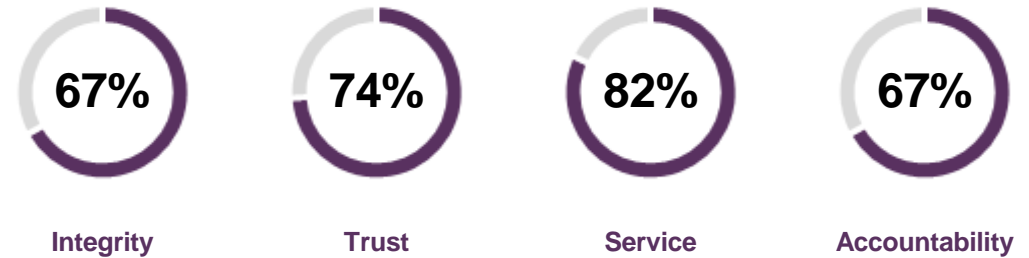
KEY INFLUENCERS

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	51%	43%
6e. Senior managers promote collaboration between my organisation and others we work with	61%	52%
7j. My organisation is committed to developing its employees	55%	53%
6d. Senior managers encourage innovation by employees	52%	49%
5j. I have confidence in the decisions my line manager makes	74%	67%
5f. My manager encourages and values employee input	75%	69%

PUBLIC SECTOR VALUES



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Premier and Cabinet had an aggregate agreement score of 72% which is six points above the sector average. All individual values scores were also well above the sector average.

Within Premier and Cabinet, Infrastructure NSW returned the strongest averaged agreement score of 94%, followed by the Department of Premier and Cabinet with 77%. All other organisations were in line with the average score, with the exception of Office of Sport (66%).

The score for Integrity was drawn down by low agreement with the question about senior managers modelling the behaviours of the organisation. One fifth (20%) responded negatively and a further 23% were unsure. Similarly, the overall score for accountability was negatively impacted by scores about the perception that senior managers provide clear direction for the future where almost one quarter of all respondents (24%) disagreed and a further 21% were unsure.

Generally speaking, younger employees were typically more positive towards the public sector values overall. Respondents who have been diagnosed with a mental health condition had a more negative view. This mirrors a trend that was observed in the wider context of the public sector overall.

Managers have a slightly more positive view of how public sector values are applied (76%) when compared with non-managers (71%). This trend was also evident amongst high earners with respondents in the \$170,000+ salary band in higher agreement with the values questions overall.

KEY INFLUENCERS

Analysis of People Matter has shown that the effectiveness of senior leaders in managing change and encouraging collaboration and whether or not an organisation shows commitment to developing employees strongly impact on perceptions of public sector values across Premier and Cabinet.

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%

73%

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	69%	64%
5j.	I have confidence in the decisions my line manager makes	74%	67%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	77%	71%
5k.	My manager treats employees with dignity and respect	82%	76%
5c.	My manager assigns work to people in my workgroup based on their skills and expertise	70%	65%

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.

Across Premier and Cabinet, the aggregate score for diversity and inclusion was 73%, six percentage points above the sector. Infrastructure NSW held the highest agreement score (97%) while the remaining organisations were in line with the average score with the exception of Parliamentary Counsel's Office (66% agreement).

At the cluster level, a majority of diversity and inclusion questions returned relatively high levels of agreement (ie. above 72%). A significant majority agreed that diversity and inclusion in the workplace can contribute to better business outcomes (93%) and over three quarters (79%) agreed the organisation respects individual differences and that they were able to speak up and share a different view (76%).

Comparatively lower levels of agreement were related to senior managers supporting the career advancement of women (61%) and employees having the support they require to optimise their contribution at work (63%).

Perceptions of diversity and inclusion were strongly positive amongst those in policy roles (81%) but notably less positive amongst those in service delivery roles. All remaining job roles were in line with the average score for the cluster.

Positive perceptions were also recorded by employees who identified themselves as LGBTI (78%) or those who speak a language other than English at home (75%). Employees with longer tenure (particularly between 10 and 20 years), were less positive. This was consistent with observations across the sector. Managers of other managers reported higher levels of agreement across some items, but for the most part, all levels of seniority shared a similar sentiment.

KEY INFLUENCERS

Analysis revealed that employees across the cluster explicitly link their experiences of diversity and inclusion with their opinions about their direct manager. All the top six questions which most strongly correlated with the answers to the diversity and inclusion questions were regarding direct manager behaviours such as communication and decisions, being open and honest and treating employees with dignity and respect. This was not an uncommon finding within 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.

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

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.

	Premier and Cabinet	Department of Premier and Cabinet	Office of Sport	Barangaroo Delivery Authority	Destination NSW	Infrastructure NSW	Natural Resources Commission	Parliamentary Counsel's Office	Sydney Cricket and Sports Ground Trust
NUMBER OF RESPONDENTS	1367	578	435	47	132	19	18	45	88
ENGAGEMENT	70%	72%	67%	70%	66%	88%	63%	73%	75%
SENIOR MANAGERS	55%	64%	43%	52%	45%	97%	60%	54%	51%
COMMUNICATION	66%	70%	61%	65%	63%	95%	63%	49%	67%
HIGH PERFORMANCE	72%	76%	66%	67%	70%	91%	76%	73%	71%
PUBLIC SECTOR VALUES	72%	77%	66%	68%	69%	94%	72%	71%	70%
DIVERSITY & INCLUSION	73%	76%	70%	72%	70%	97%	74%	66%	76%

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	70% RESPONSE SCALE				AGREEMENT %	SECTOR
Q7o. I would recommend my organisation as a great place to work	26	43	21		69%	60%
Q7p. I am proud to tell others I work for my organisation	34	45	15		80%	68%
Q7q. I feel a strong personal attachment to my organisation	28	38	24	8	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives	21	40	26	9	61%	55%
Q7s. My organisation inspires me to do the best in my job	24	37	25	10	61%	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	78%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q1g. My job gives me a feeling of personal accomplishment	28	47	15	7	75%	76%
Q1h. I look for ways to perform my job more effectively	45	50			95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	37	40	14		77%	76%
Q1j. I am satisfied with my job at the present time	23	41	19	12	64%	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	55% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	38	21	13	11	55%	47%
Q6b. I feel that senior leaders effectively lead and manage change	16	35	23	15	11	51%	43%
Q6c. I feel that senior managers model the values of my organisation	18	39	23	11	10	57%	48%
Q6d. Senior managers encourage innovation by employees	15	37	28	11	8	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20	41	24	8	7	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	22	44	22			65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	22	14	12	53%	44%
Q6h. I feel that senior managers listen to employees	13	37	26	13	11	50%	39%
Q7f. I feel that change is handled well in my organisation	14	33	27	17	9	46%	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	66%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q5e. My manager communicates effectively with me	30	43	14	8	73%	69%	
Q5f. My manager encourages and values employee input	33	42	14		75%	69%	
Q5g. My manager involves my workgroup in decisions about our work	27	42	18	8	69%	64%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	22	14	12	53%	44%
Q6h. I feel that senior managers listen to employees	13	37	26	13	11	50%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	52	14		76%	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 with main differences highlighted.

HIGH PERFORMANCE	72% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role		87%	90%
Q1b. I have the tools I need to do my job effectively		74%	70%
Q1c. I get the information I need to do my job well		69%	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		74%	69%
Q2b. People in my workgroup use time and resources efficiently		72%	70%
Q2c. My team works collaboratively to achieve its objectives		80%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		79%	76%
Q3h. I have received appropriate training and development to do my job well		58%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

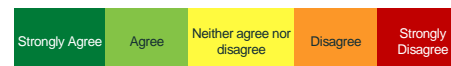
This section shows results for all the survey questions grouped by key themes.

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	72% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	27	50	14	8	2	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	43	23	10	2	64%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	23	47	18	8	2	70%	65%
Q5j. I have confidence in the decisions my line manager makes	28	45	17	8	2	74%	67%
Q6d. Senior managers encourage innovation by employees	15	37	28	11	8	52%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20	41	24	8	7	61%	52%
Q7d. My organisation focuses on improving the work we do	33	48	13	6	2	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	25	42	22	8	3	67%	62%
Q7g. There is good co-operation between teams across our organisation	15	39	22	17	7	55%	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	72% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		66%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		72%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		93%	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	72% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	46	43	8		89%	85%
Q2b. People in my workgroup use time and resources efficiently	25	48	17	8	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	34	42	14	8	76%	67%
Q2h. People in my workgroup treat each other with respect	37	43	12		80%	72%
Q2i. People in my workgroup treat customers/clients with respect	46	44			90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	27	50	14		77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	43	23	10	64%	64%
Q5d. My manager listens to what I have to say	34	44	12		78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	31	43	17		73%	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	72% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect	38	44	10			82%	76%
Q5l. My manager talks to me about how the values apply to my work	21	40	26	10		60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	38	21	13	11	55%	47%
Q6c. I feel that senior managers model the values of my organisation	18	39	23	11	10	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	22	44	22			65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	22	14	12	53%	44%
Q6h. I feel that senior managers listen to employees	13	37	26	13	11	50%	39%
Q7a. My organisation provides high quality services	35	52	10			87%	80%
Q7b. My organisation strives to match services to customer/client needs	35	52	10			86%	80%

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	72% RESPONSE SCALE			AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	39	48	10	87%	83%
Q7d. My organisation focuses on improving the work we do	33	48	13	80%	76%
Q7h. People in my organisation take responsibility for their own actions	14	42	27	56%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	47	24	66%	63%

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.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	42	18	14	63%	59%
Q5d. My manager listens to what I have to say	34	44	12		78%	73%
Q5f. My manager encourages and values employee input	33	42	14		75%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	28	44	17		72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	31	43	17		73%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	25	36	28		61%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	54	15		79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	52	20		72%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	52	14		76%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

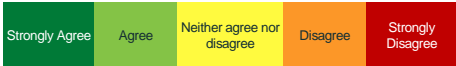
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	43	50			93%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	43	19	9	67%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

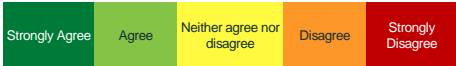
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Some key comparisons are provided.

RECRUITMENT	52% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	31	27	21	13	39%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	11	39	30	12	8	50%	41%
Q7n. My organisation generally selects capable people to do the job	14	52	22	7		66%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

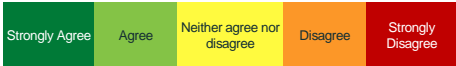
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	58%	RESPONSE SCALE	AGREEMENT %	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	39	28	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	33	58%	53%
Q7g. There is good co-operation between teams across our organisation	15	39	22	55%	48%

KEY



PERFORMANCE FRAMEWORK & DEVELOPMENT

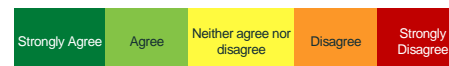
61% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3a. I have a current performance plan that sets out my individual objectives	18	42	17	16	60%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	26	47	14	9	73%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	23	40	17	14	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	22	42	20	10	64%	59%
Q3e. My performance is assessed against clear criteria	17	39	24	13	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	33	44	12	9	77%	71%
Q3g. I am able to access the right learning and development opportunities as required	18	39	23	13	57%	60%
Q3h. I have received appropriate training and development to do my job well	16	42	25	12	58%	63%
Q3i. I have a strong desire to advance my career	43	37	16	4	80%	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.



EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11	28	28	19	13	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	30	31	11		53%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30	45	15			75%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	28	38	12	7	42%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	22	42	24	7		64%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	39	28			61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	33			58%	53%
Q7j. My organisation is committed to developing its employees	16	39	27	11	8	55%	53%

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.

MOBILITY	57% RESPONSE SCALE				AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	30	31	11	53%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	39	28	11	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	38	33	9	58%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

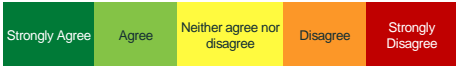
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Some key comparisons are provided.

PAY & BENEFITS	66% RESPONSE SCALE					AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	18	49	16	13		66%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	18	47	18	12		66%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	77% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28	52	15		80%	77%
Q8c. Age is not a barrier to success in my organisation	25	47	18	7	72%	71%
Q8d. Disability is not a barrier to success in my organisation	25	47	24		72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	29	52	17		81%	76%
Q8f. Gender is not a barrier to success in my organisation	29	49	16		78%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE SUPPORT	70% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	42	18	14	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	16	50	19	11	66%	58%
Q1l. My workload is acceptable	14	51	18	13	65%	55%
Q2e. I receive help and support from other members of my workgroup	34	48	12		82%	80%
Q2f. There is good team spirit in my workgroup	35	38	14	8	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	20	50	17	9	70%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

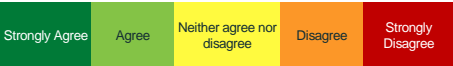
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Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS	42%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q15. I believe action will be taken on the results from this survey by my organisation	10	31	35	14	10	42%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

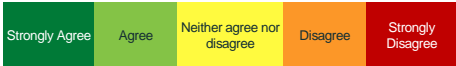
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Some key comparisons are provided.

WORKPLACE CONDUCT	56% RESPONSE SCALE				AGREEMENT %	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	47	24		66%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11	35	38	10	46%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	16	40	29	9	56%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
More interesting and challenging work		60%	46%
Better skills in my workgroup		23%	27%
Improved career opportunities		63%	52%
Improved learning and development opportunities		51%	50%
Greater involvement in decision making		40%	33%
Better pay and benefits		56%	58%
Greater recognition for the work I do		37%	45%
Better leadership from senior managers		37%	39%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
Better leadership from my manager		24%	27%
Better accountability for performance		22%	25%
A better location		14%	20%
More flexible working conditions		39%	38%
Better work/life balance		43%	46%
Improved facilities		19%	30%
Improved technology and systems		28%	38%
Better job security		39%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		57%	72%
No		38%	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		16%	25%
No		75%	64%
Don't Know		9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		46%	63%
No		52%	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		24%	35%
No		68%	58%
Don't Know		8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work			
Yes		12%	20%
No		82%	75%
Don't Know		6%	5%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	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		38%	23%
Your Immediate Manager/Supervisor		22%	26%
A fellow worker at your level		16%	25%
A subordinate		7%	8%
A client or customer		1%	2%
Other		3%	4%
Prefer not to say		13%	13%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

PREMIER AND CABINET QUESTIONS

RESPONSE SCALE

AGREEMENT%

Q2. There were no surprises in the feedback I received from manager

Yes



56%

No



44%

Q7. For my career to progress I will need to go outside of DPC

Yes



56%

No



44%



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Some key comparisons are provided.

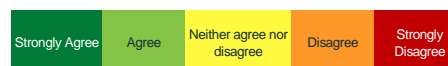
PREMIER AND CABINET QUESTIONS

RESPONSE SCALE

AGREEMENT %

Q1. During my last performance evaluation my manager helped me to focus on improving my performance	13	39	35	8	52%
Q3. The performance development feedback I received was useful	13	44	32	8	57%
Q4. I understand the performance and development framework	17	55	20		72%
Q5. My manager makes adjustments to permit me to work flexibly	19	49	23		68%
Q6. I feel recognised and valued for the work I do	21	44	22	9	65%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

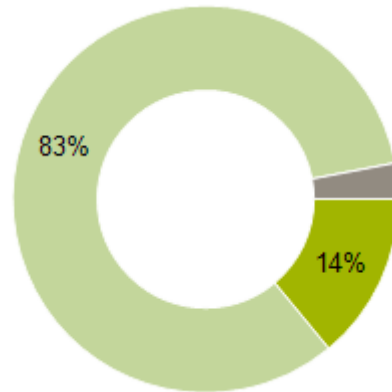
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		40%
Female		59%
Other		1%
Age		
<35		31%
35 - 54		56%
> 54		13%

PROFILE OF RESPONDENTS

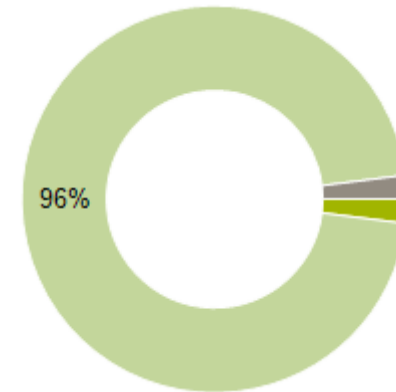


PERSONAL PROFILES

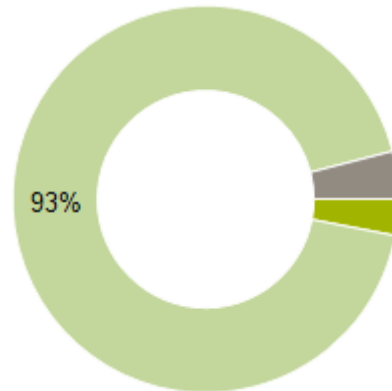
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



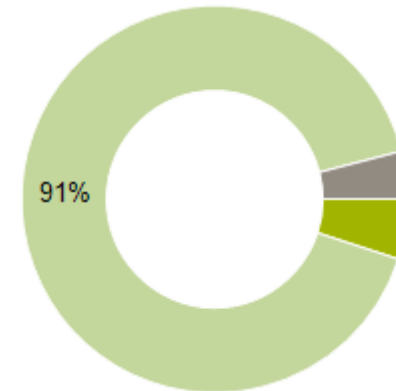
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		24%
1 - 2 years		14%
2 - 5 years		23%
5 - 10 years		18%
10 - 20 years		16%
More than 20 years		5%

PROFILE OF RESPONDENTS



WORK PROFILES

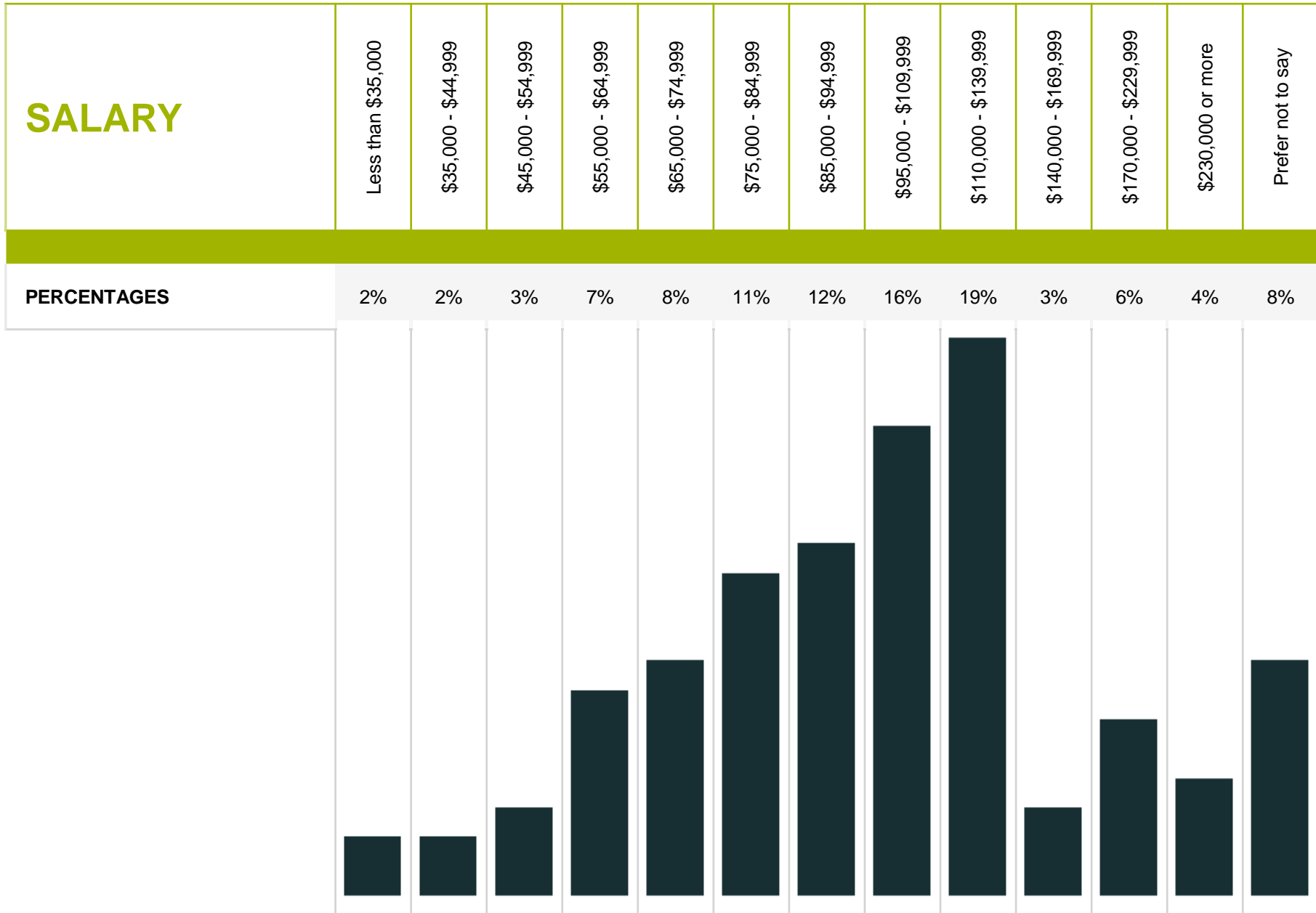
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		13%
Other service delivery work		8%
Administrative support		11%
Corporate services		16%
Policy		15%
Research		2%
Program and project management support		15%
Legal (including developing and/or reviewing legislation)		4%
Other		17%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Premier and Cabinet	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	1367	167	104	140	201	195	25	187	50	213
ENGAGEMENT	70%	65%	74%	72%	67%	74%	(r)	71%	74%	69%
SENIOR MANAGERS	55%	36%	53%	61%	52%	73%	(r)	61%	62%	49%
COMMUNICATION	66%	57%	68%	65%	62%	78%	(r)	72%	64%	63%
HIGH PERFORMANCE	72%	65%	72%	74%	69%	81%	(r)	75%	77%	70%
PUBLIC SECTOR VALUES	72%	65%	73%	73%	68%	82%	(r)	76%	74%	70%
DIVERSITY & INCLUSION	73%	68%	75%	74%	71%	81%	(r)	78%	75%	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

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.

	Premier and Cabinet	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	1367	20	20	33	89	108	145	152	199	247	32	79	54	100
ENGAGEMENT	70%	(r)	(r)	71%	75%	70%	69%	66%	68%	69%	73%	74%	85%	66%
SENIOR MANAGERS	55%	(r)	(r)	58%	54%	54%	54%	43%	53%	57%	63%	68%	86%	46%
COMMUNICATION	66%	(r)	(r)	64%	67%	63%	68%	60%	65%	68%	72%	73%	89%	57%
HIGH PERFORMANCE	72%	(r)	(r)	68%	73%	70%	73%	67%	72%	74%	76%	79%	87%	65%
PUBLIC SECTOR VALUES	72%	(r)	(r)	70%	73%	69%	73%	66%	73%	74%	76%	79%	89%	65%
DIVERSITY & INCLUSION	73%	(r)	(r)	73%	76%	71%	74%	67%	73%	76%	78%	79%	89%	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 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.

	Premier and Cabinet	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1367	304	175	295	232	199	64
ENGAGEMENT	70%	74%	64%	73%	66%	69%	75%
SENIOR MANAGERS	55%	70%	54%	58%	47%	44%	43%
COMMUNICATION	66%	77%	67%	67%	61%	59%	62%
HIGH PERFORMANCE	72%	79%	70%	75%	68%	67%	71%
PUBLIC SECTOR VALUES	72%	81%	70%	75%	69%	67%	68%
DIVERSITY & INCLUSION	73%	81%	72%	76%	70%	68%	74%

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.

	Premier and Cabinet	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1367	5	34	163	192	185	186	189	151	91	53	21
ENGAGEMENT	70%	(r)	78%	75%	66%	69%	64%	70%	71%	75%	75%	(r)
SENIOR MANAGERS	55%	(r)	78%	62%	53%	53%	51%	53%	56%	55%	59%	(r)
COMMUNICATION	66%	(r)	81%	76%	68%	64%	61%	64%	65%	69%	67%	(r)
HIGH PERFORMANCE	72%	(r)	83%	79%	71%	73%	69%	69%	71%	73%	74%	(r)
PUBLIC SECTOR VALUES	72%	(r)	84%	79%	72%	73%	69%	70%	72%	72%	74%	(r)
DIVERSITY & INCLUSION	73%	(r)	87%	82%	74%	72%	69%	72%	73%	77%	76%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Premier and Cabinet	Male	Female	Other
NUMBER OF RESPONDENTS	1367	509	762	11
ENGAGEMENT	70%	71%	70%	(r)
SENIOR MANAGERS	55%	52%	58%	(r)
COMMUNICATION	66%	66%	67%	(r)
HIGH PERFORMANCE	72%	71%	74%	(r)
PUBLIC SECTOR VALUES	72%	72%	74%	(r)
DIVERSITY & INCLUSION	73%	74%	74%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN



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.

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1367	21	1232	32
ENGAGEMENT	70%	(r)	70%	55%
SENIOR MANAGERS	55%	(r)	56%	27%
COMMUNICATION	66%	(r)	67%	36%
HIGH PERFORMANCE	72%	(r)	73%	49%
PUBLIC SECTOR VALUES	72%	(r)	73%	51%
DIVERSITY & INCLUSION	73%	(r)	75%	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.

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1367	186	1066	39
ENGAGEMENT	70%	72%	70%	57%
SENIOR MANAGERS	55%	59%	55%	34%
COMMUNICATION	66%	69%	67%	40%
HIGH PERFORMANCE	72%	74%	73%	53%
PUBLIC SECTOR VALUES	72%	73%	73%	54%
DIVERSITY & INCLUSION	73%	75%	75%	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



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.

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1367	35	1202	51
ENGAGEMENT	70%	70%	71%	57%
SENIOR MANAGERS	55%	59%	56%	36%
COMMUNICATION	66%	63%	68%	44%
HIGH PERFORMANCE	72%	73%	73%	54%
PUBLIC SECTOR VALUES	72%	74%	73%	53%
DIVERSITY & INCLUSION	73%	73%	75%	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.

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1367	82	1147	58
ENGAGEMENT	70%	64%	71%	57%
SENIOR MANAGERS	55%	46%	57%	37%
COMMUNICATION	66%	57%	68%	41%
HIGH PERFORMANCE	72%	65%	74%	54%
PUBLIC SECTOR VALUES	72%	65%	74%	56%
DIVERSITY & INCLUSION	73%	65%	76%	52%

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.

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1367	64	1174	49
ENGAGEMENT	70%	77%	70%	58%
SENIOR MANAGERS	55%	65%	56%	33%
COMMUNICATION	66%	71%	67%	44%
HIGH PERFORMANCE	72%	77%	73%	55%
PUBLIC SECTOR VALUES	72%	77%	73%	55%
DIVERSITY & INCLUSION	73%	78%	75%	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

GUIDE TO THIS REPORT

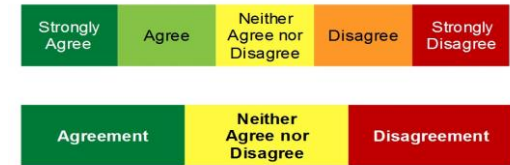
i ANONYMITY RULES

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%