PEOPLE MATTER 2016

NSW Public Sector Employee Survey
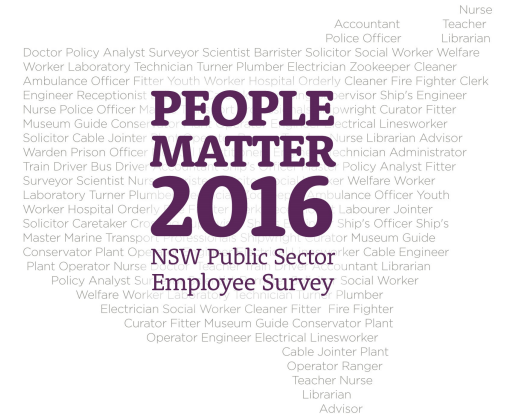
Justice

State Library of NSW

CONTENTS

CONTENTS OF REPORT

RESPONSE RATE

69%

221 RESPONSES OUT OF 318 EMPLOYEES

ENGAGEMENT INDEX

74%

PMES 2016 SECTOR SCORE	**65%**
PMES 2014 SECTOR SCORE	**65%**
PMES 2016 CLUSTER SCORE	**62%**

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	97%
2i. People in my workgroup treat customers/clients with respect	95%
2a. My workgroup strives to achieve customer/client satisfaction	94%
1a. I understand what is expected of me to do well in my role	94%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	91%
1d. I feel I make a contribution to achieving the organisation's objectives	91%
7a. My organisation provides high quality services	90%
7c. My organisation strives to earn and sustain a high level of public trust	90%
3a. I have a current performance plan that sets out my individual objectives	88%
7b. My organisation strives to match services to customer/client needs	87%

- LOWEST AGREEMENT SCORING QUESTIONS	2016 AGREEMENT %
7f. I feel that change is handled well in my organisation	34%
3j. I am satisfied with the opportunities available for career development in my organisation	43%
6h. I feel that senior managers listen to employees	43%
15. I believe action will be taken on the results from this survey by my organisation	44%
6g. I feel that senior managers keep employees informed about what's going on	45%
3k. I would like to work in another agency within the NSW Public Sector during my career	46%
5n. My manager appropriately deals with employees who perform poorly	47%
6b. I feel that senior leaders effectively lead and manage change	48%
7g. There is good co-operation between teams across our organisation	49%
7h. People in my organisation take responsibility for their own actions	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'.

COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below State Library of NSW, using the same key question groups.

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

	State Library of NSW	Mitchell Librarian and Education and Scholarship	Library and Information Services	Public Libraries and Engagement	Operations and Infrastructure and Office of the State Librarian	Digital Experience Division
NUMBER OF RESPONDENTS	221	11	108	40	28	31
ENGAGEMENT	74%	85%	72%	73%	83%	69%
SENIOR MANAGERS	52%	70%	44%	49%	85%	41%
COMMUNICATION	67%	65%	63%	70%	87%	59%
HIGH PERFORMANCE	75%	83%	72%	77%	87%	67%
PUBLIC SECTOR VALUES	73%	80%	71%	73%	87%	66%
DIVERSITY & INCLUSION	77%	76%	75%	81%	88%	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 10 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 — 74% RESPONSE SCALE

	Response scale	AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	23 / 47 / 20 / 7	70%	62%	54%	60%
Q7p. I am proud to tell others I work for my organisation	38 / 48 / 11	86%	81%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	35 / 44 / 17	79%	77%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	25 / 44 / 24	69%	61%	48%	55%
Q7s. My organisation inspires me to do the best in my job	27 / 43 / 22	70%	64%	48%	55%

KEY

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

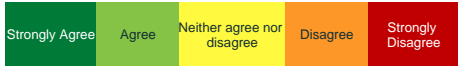**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

ENGAGEMENT WITH WORK — 84% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	32 / 53 / 10	85%	70%	76%
Q1h. I look for ways to perform my job more effectively	46 / 51	97%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	36 / 45 / 13	81%	70%	76%
Q1j. I am satisfied with my job at the present time	20 / 52 / 17 / 9	71%	60%	63%

KEY

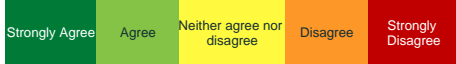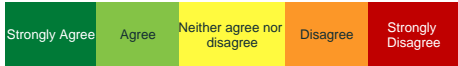| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

SENIOR MANAGERS — 52% RESPONSE SCALE

	Response distribution	AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 / 43 / 26 / 13	56%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	12 / 36 / 25 / 18 / 9	48%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	14 / 42 / 27 / 9 / 8	56%	40%	48%
Q6d. Senior managers encourage innovation by employees	12 / 47 / 25 / 9	59%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14 / 47 / 26 / 9	61%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16 / 47 / 24 / 8	62%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 31 / 30 / 15 / 10	45%	34%	44%
Q6h. I feel that senior managers listen to employees	12 / 32 / 28 / 17 / 12	43%	31%	39%
Q7f. I feel that change is handled well in my organisation	7 / 27 / 27 / 28 / 11	34%	31%	41%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

COMMUNICATION — 67% RESPONSE SCALE

	Responses	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me	27 / 52 / 12	80%	63%	69%
Q5f. My manager encourages and values employee input	29 / 50 / 15	79%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work	26 / 49 / 16 / 8	75%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 31 / 30 / 15 / 10	45%	34%	44%
Q6h. I feel that senior managers listen to employees	12 / 32 / 28 / 17 / 12	43%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25 / 55 / 13	79%	62%	69%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE

75% RESPONSE SCALE

Question	Graph	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	40 / 54	94%	89%	90%
Q1b. I have the tools I need to do my job effectively	25 / 50 / 13 / 12	74%	65%	70%
Q1c. I get the information I need to do my job well	16 / 59 / 14 / 10	74%	63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	40 / 51 / 7	91%	82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	28 / 55 / 11	83%	61%	69%
Q2b. People in my workgroup use time and resources efficiently	26 / 51 / 14 / 7	77%	63%	70%
Q2c. My team works collaboratively to achieve its objectives	34 / 46 / 11 / 8	80%	71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	29 / 50 / 10 / 8	79%	71%	76%
Q3h. I have received appropriate training and development to do my job well	21 / 52 / 15 / 8	74%	57%	63%

KEY

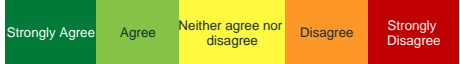| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

HIGH PERFORMANCE

75% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24	58	12			82%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19	53	19			72%	52%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	23	52	18			75%	56%	65%
Q5j. I have confidence in the decisions my line manager makes	26	48	16	7		74%	61%	67%
Q6d. Senior managers encourage innovation by employees	12	47	25	9		59%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	47	26	9		61%	43%	52%
Q7d. My organisation focuses on improving the work we do	29	50	13			80%	67%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	22	45	23			67%	52%	62%
Q7g. There is good co-operation between teams across our organisation	8	41	28	17		49%	42%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

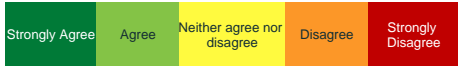**EXPLORE THE FULL SURVEY RESULTS**

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HIGH PERFORMANCE   75% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	11 / 54 / 22	65%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22 / 55 / 17	77%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	45 / 46 / 8	91%	80%	85%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

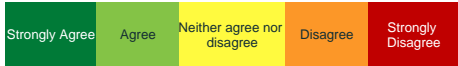**EXPLORE THE FULL SURVEY RESULTS**

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Some key comparisons are provided.

PUBLIC SECTOR VALUES — 73% RESPONSE SCALE

Question	Graph	AGREEMENT %	JUSTICE	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	42 / 52	94%	78%	85%
Q2b. People in my workgroup use time and resources efficiently	26 / 51 / 14 / 7	77%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	29 / 48 / 16	76%	63%	67%
Q2h. People in my workgroup treat each other with respect	30 / 49 / 12 / 8	79%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	37 / 57	95%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	24 / 58 / 12	82%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	19 / 53 / 19	72%	52%	64%
Q5d. My manager listens to what I have to say	31 / 54 / 9	84%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27 / 46 / 17	73%	58%	64%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
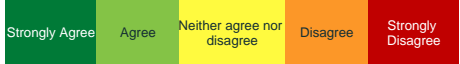
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PUBLIC SECTOR VALUES — 73% RESPONSE SCALE

	RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5k. My manager treats employees with dignity and respect	34 / 49 / 10	83%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	18 / 50 / 21 / 8	68%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 / 43 / 26 / 13	56%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	14 / 42 / 27 / 9 / 8	56%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16 / 47 / 24 / 8	62%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 31 / 30 / 15 / 10	45%	34%	44%
Q6h. I feel that senior managers listen to employees	12 / 32 / 28 / 17 / 12	43%	31%	39%
Q7a. My organisation provides high quality services	32 / 58	90%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	33 / 54 / 10	87%	75%	80%

KEY

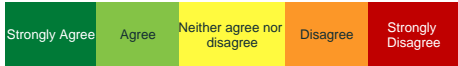| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PUBLIC SECTOR VALUES　　　**73%** RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	41 / 49 / 8	90%	80%	83%
Q7d. My organisation focuses on improving the work we do	29 / 50 / 13	80%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	10 / 42 / 32 / 11	52%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16 / 55 / 20	71%	62%	63%

KEY

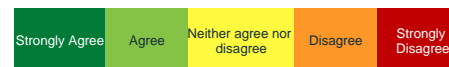| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION — 77% RESPONSE SCALE

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	20	47	23	7		67%	51%	59%
Q5d. My manager listens to what I have to say	31	54	9			84%	66%	73%
Q5f. My manager encourages and values employee input	29	50	15			79%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	47	16	7		74%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	46	17			73%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	22	39	31			61%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	57	11			82%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	55	17			77%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	55	13			79%	62%	69%

KEY

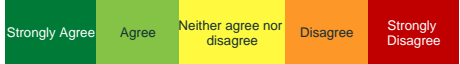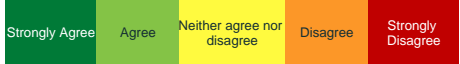| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

DIVERSITY & INCLUSION　　**77%** RESPONSE SCALE

Question		AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	45 / 46 / 8	91%	80%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	29 / 49 / 11 / 9	79%	60%	58%

KEY: Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree
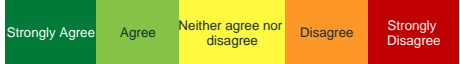
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Some key comparisons are provided.

RECRUITMENT

60% RESPONSE SCALE

	Responses	AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10 / 46 / 23 / 15	56%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13 / 47 / 26 / 9	60%	33%	41%
Q7n. My organisation generally selects capable people to do the job	11 / 54 / 22	65%	39%	51%

KEY

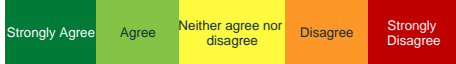| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION   **58%**   RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 47 / 26	65%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20 / 40 / 31	60%	48%	53%
Q7g. There is good co-operation between teams across our organisation	8 / 41 / 28 / 17	49%	42%	48%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

68% RESPONSE SCALE

Question	Response Scale	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	23 / 64 / 7	88%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	28 / 50 / 10 / 9	78%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	28 / 50 / 13 / 7	78%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24 / 51 / 16	75%	49%	59%
Q3e. My performance is assessed against clear criteria	23 / 53 / 13 / 8	77%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	30 / 52 / 11	82%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required	21 / 48 / 20	69%	53%	60%
Q3h. I have received appropriate training and development to do my job well	21 / 52 / 15 / 8	74%	57%	63%
Q3i. I have a strong desire to advance my career	34 / 36 / 23	70%	67%	69%

KEY

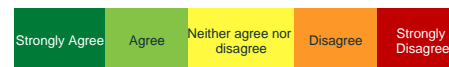| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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PERFORMANCE FRAMEWORK & DEVELOPMENT

68% RESPONSE SCALE

			AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		12 / 31 / 30 / 20 / 8	43%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		16 / 30 / 34 / 17	46%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		29 / 51 / 12	80%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly		15 / 33 / 32 / 13	47%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		21 / 44 / 27	65%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		19 / 47 / 26	65%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		20 / 40 / 31	60%	48%	53%
Q7j. My organisation is committed to developing its employees		16 / 50 / 22 / 8	65%	43%	53%

KEY

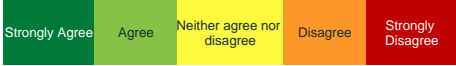| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

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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 %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16 / 30 / 34 / 17	46%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 / 47 / 26	65%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20 / 40 / 31	60%	48%	53%

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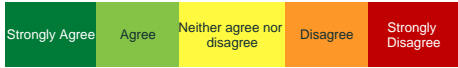
EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PAY & BENEFITS   **78%** RESPONSE SCALE

	SA	A	N	D	SD	AGREEMENT %	JUSTICE	SECTOR
Q4a. I am paid fairly for the work I do	20	59	9	9		79%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	21	56	10	10		77%	56%	60%

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

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY GROUPS

79% RESPONSE SCALE

		AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28 / 54 / 12	83%	73%	77%
Q8c. Age is not a barrier to success in my organisation	24 / 51 / 17	75%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	20 / 50 / 24	71%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	26 / 60 / 13	86%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	28 / 52 / 12	81%	69%	74%

KEY

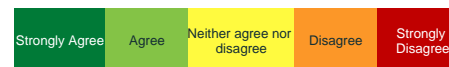| Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT — 73% RESPONSE SCALE

Question	SA	A	N	D	SD	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	20	47	23	7		67%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level	14	52	20	11		66%	58%	58%
Q1l. My workload is acceptable	11	51	18	15		63%	60%	55%
Q2e. I receive help and support from other members of my workgroup	33	53	10			86%	76%	80%
Q2f. There is good team spirit in my workgroup	30	50	10	8		80%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	20	57	14	8		77%	54%	56%

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

EXPLORE THE FULL SURVEY RESULTS

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

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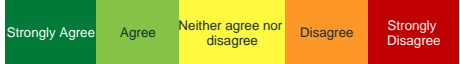
Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

44% RESPONSE SCALE

	AGREEMENT %	JUSTICE	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation (37 / 34 / 19)	44%	24%	32%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.
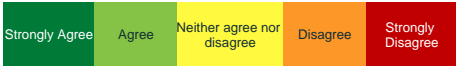
WORKPLACE CONDUCT   **60%** RESPONSE SCALE

Question	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	55	20			71%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	13	39	33	12		52%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	16	39	34	9		55%	40%	49%

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

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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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		61%	47%	46%
Better skills in my workgroup		28%	28%	27%
Improved career opportunities		57%	59%	52%
Improved learning and development opportunities		50%	50%	50%
Greater involvement in decision making		31%	34%	33%
Better pay and benefits		53%	62%	58%
Greater recognition for the work I do		32%	46%	45%
Better leadership from senior managers		33%	46%	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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		21%	30%	27%
Better accountability for performance		18%	29%	25%
A better location		16%	22%	20%
More flexible working conditions		39%	37%	38%
Better work/life balance		47%	45%	46%
Improved facilities		24%	32%	30%
Improved technology and systems		38%	40%	38%
Better job security		56%	47%	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%	JUSTICE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		80%	68%	72%
No		19%	28%	24%
Don't Know		1%	4%	4%

EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	JUSTICE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		21%	25%	25%
No		71%	65%	64%
Don't Know		8%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		70%	65%	63%
No		27%	34%	35%
Don't Know		3%	1%	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%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		29%	36%	35%
No		63%	57%	58%
Don't Know		8%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		13%	21%	20%
No		83%	73%	75%
Don't Know		5%	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%	JUSTICE	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		4%	25%	23%
Your Immediate Manager/Supervisor		15%	27%	26%
A fellow worker at your level		58%	22%	25%
A subordinate		8%	8%	8%
Other		8%	3%	4%
Prefer not to say		8%	13%	13%

EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

JUSTICE QUESTIONS	RESPONSE SCALE				AGREEMENT %	JUSTICE
Q1. I am confident I can state the values of my organisation	15	64	16		79%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	12	49	28	10	61%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	18	54	20		72%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	13	56	22	8	69%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	14	55	21	9	69%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	14	62	18		76%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	14	55	21	8	70%	43%
Q8. My manager is focused on my capability development	14	46	27	10	61%	33%

KEY

Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
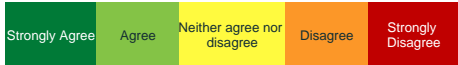
PROFILE OF RESPONDENTS

PERSONAL PROFILES

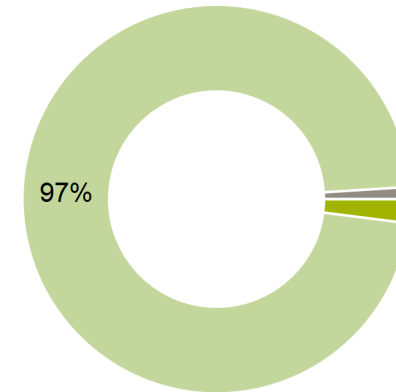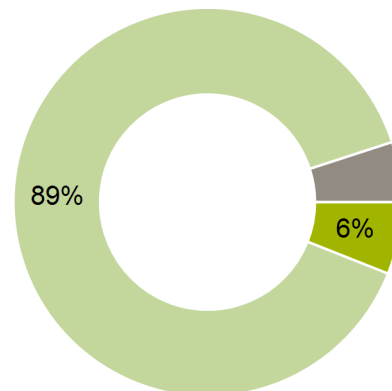|	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		31%
Female		69%
Other		1%
Age		
<35		17%
35 - 54		61%
> 54		22%

PERSONAL PROFILES

DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?

79%
18%
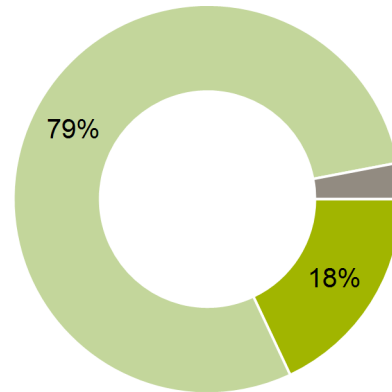
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?

97%

DO YOU HAVE A DISABILITY?

89%
6%

DO YOU IDENTIFY AS LGBTI?

89%
8%
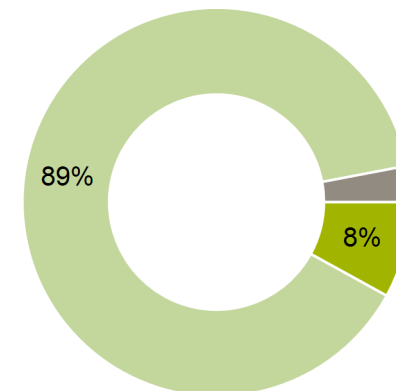
KEY | YES | NO | PREFER NOT TO SAY

PROFILE OF RESPONDENTS

WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		9%
1 - 2 years		19%
2 - 5 years		16%
5 - 10 years		15%
10 - 20 years		22%
More than 20 years		18%

WORK PROFILES

5

14

1

4

7

24

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		26%
Other service delivery work		19%
Administrative support		5%
Corporate services		14%
Policy		1%
Research		4%
Program and project management support		7%
Other		24%

WORK PROFILES

SALARY

	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
PERCENTAGES	1%	1%	2%	12%	11%	15%	17%	19%	14%	0%	0%	1%	6%
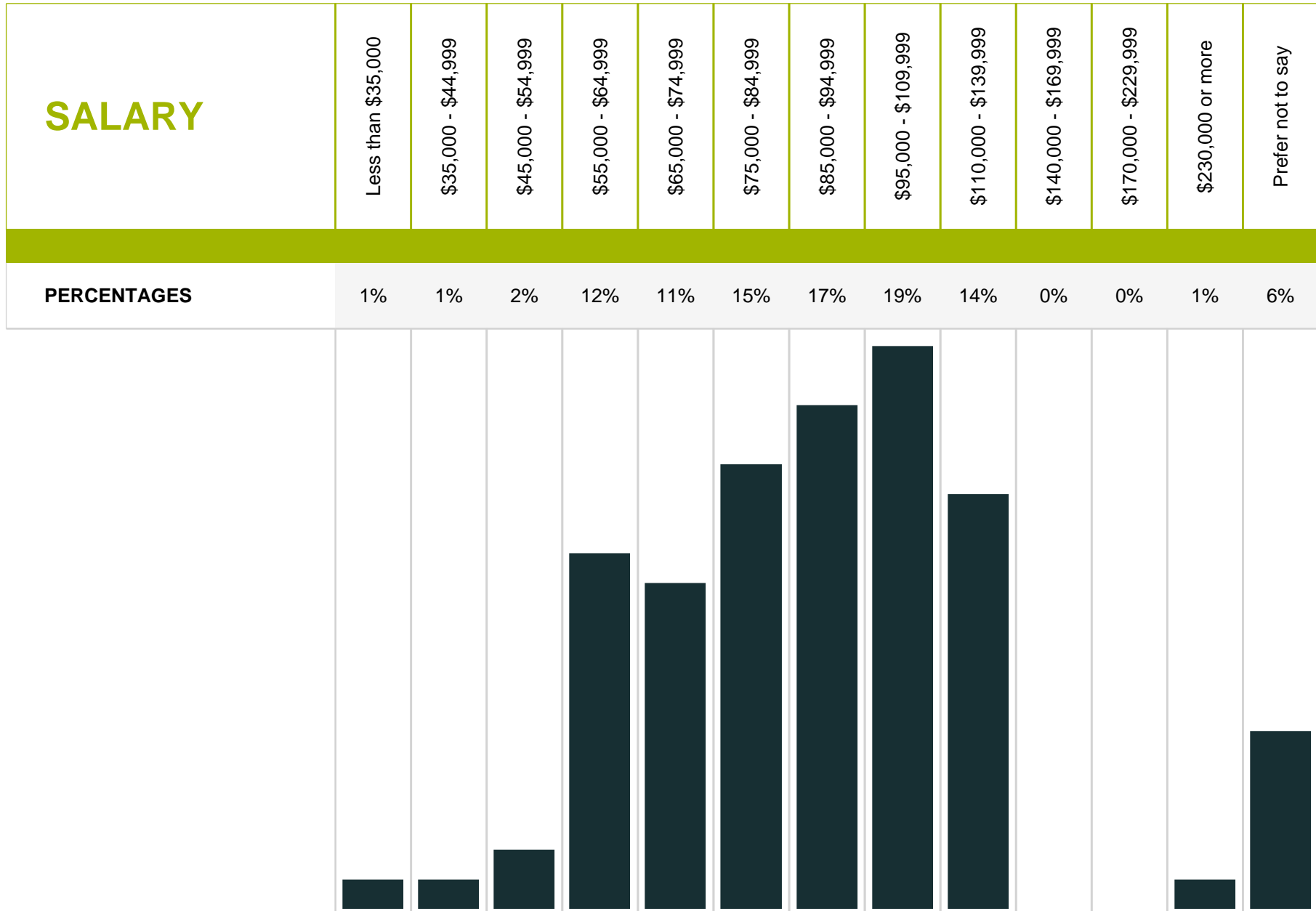
RESULTS BY TYPE OF WORK

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.

	State Library of NSW	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	221	52	38	10	28	2	9	15	0	49
ENGAGEMENT	74%	79%	66%	(r)	(r)	(r)	(r)	(r)	(r)	69%
SENIOR MANAGERS	52%	54%	39%	(r)	(r)	(r)	(r)	(r)	(r)	45%
COMMUNICATION	67%	67%	61%	(r)	(r)	(r)	(r)	(r)	(r)	61%
HIGH PERFORMANCE	75%	80%	69%	(r)	(r)	(r)	(r)	(r)	(r)	71%
PUBLIC SECTOR VALUES	73%	75%	69%	(r)	(r)	(r)	(r)	(r)	(r)	69%
DIVERSITY & INCLUSION	77%	79%	73%	(r)	(r)	(r)	(r)	(r)	(r)	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	State Library of NSW	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	221	3	2	4	24	23	30	34	39	28	1	1	3	12
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	75%	74%	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	52%	44%	56%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	63%	69%	69%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	75%	76%	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	70%	72%	76%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	72%	79%	78%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	State Library of NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	221	18	39	33	31	44	37
ENGAGEMENT	74%	(r)	76%	75%	75%	67%	75%
SENIOR MANAGERS	52%	(r)	53%	54%	56%	47%	50%
COMMUNICATION	67%	(r)	73%	71%	70%	62%	61%
HIGH PERFORMANCE	75%	(r)	74%	73%	83%	74%	75%
PUBLIC SECTOR VALUES	73%	(r)	74%	73%	77%	72%	73%
DIVERSITY & INCLUSION	77%	(r)	80%	77%	80%	74%	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

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.

	State Library of NSW	15 - 19	20 - 24	25 -29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	221	0	2	9	24	24	27	32	40	28	12	4
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	76%	74%	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	(r)	61%	50%	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	69%	64%	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	77%	75%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	78%	71%	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	80%	74%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	State Library of NSW	Male	Female	Other
NUMBER OF RESPONDENTS	221	61	138	1
ENGAGEMENT	74%	74%	74%	(r)
SENIOR MANAGERS	52%	55%	53%	(r)
COMMUNICATION	67%	71%	67%	(r)
HIGH PERFORMANCE	75%	75%	77%	(r)
PUBLIC SECTOR VALUES	73%	75%	74%	(r)
DIVERSITY & INCLUSION	77%	79%	77%	(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 WORK LOCATION

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.

	State Library of NSW	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	221	200	0
ENGAGEMENT	74%	74%	(r)
SENIOR MANAGERS	52%	53%	(r)
COMMUNICATION	67%	68%	(r)
HIGH PERFORMANCE	75%	76%	(r)
PUBLIC SECTOR VALUES	73%	75%	(r)
DIVERSITY & INCLUSION	77%	78%	(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

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.

	State Library of NSW	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	221	0	0	0	0	0	0	0	0	38	0	0	0	4
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	State Library of NSW	Welfare Officer	Other
NUMBER OF RESPONDENTS	221	0	159
ENGAGEMENT	74%	(r)	72%
SENIOR MANAGERS	52%	(r)	48%
COMMUNICATION	67%	(r)	67%
HIGH PERFORMANCE	75%	(r)	74%
PUBLIC SECTOR VALUES	73%	(r)	73%
DIVERSITY & INCLUSION	77%	(r)	77%

KEY
AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE
AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE
r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.
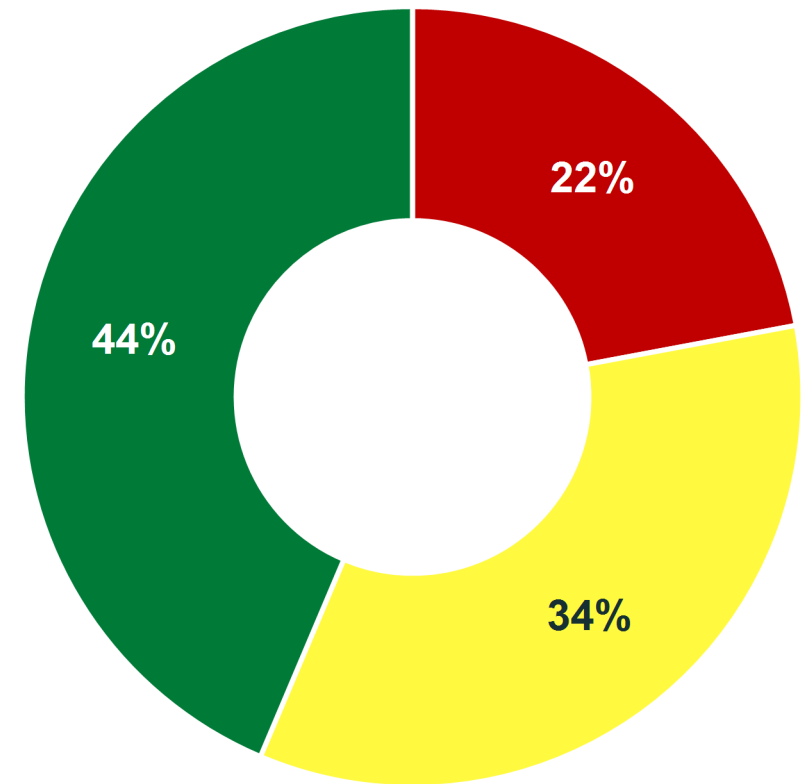
44%

of employees replied favourably to:

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

32%
SECTOR

24%
CLUSTER

22%

34%

44%

| Agreement | Neither Agree nor Disagree | Disagreement |

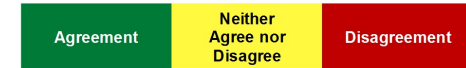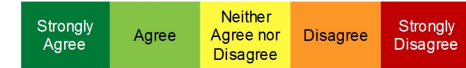# GUIDE TO THIS REPORT

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

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%