Public Service Commission
NSW GOVERNMENT

The Hon. Catherine Cusack MLC
Chair, Committee on the Ombudsman, the Police Integrity
Commission and the Crime Commission
Parliament of NSW
Macquarie Street
Sydney NSW 2000

Dear Ms Cusack

Thank you for your letter, formally requesting the results for the Values and Ethics section in the *NSW People Matter Employee Survey 2012* for the five agencies listed below:

- NSW Police Force
- NSW Ombudsman
- Crime Commission
- Policy Integrity Commission
- Information and Privacy Commission

The heads of these agencies have been informed that I will be providing their respective agency reports to your Committee. These reports contain the results for the Values and Ethics section in the employee survey (pages 9-13).

I also attach a copy of the *NSW People Matter Employee Survey 2012* Main Findings Report which contains the sector-wide results and analysis.

Should you have any further queries, please contact Sonja Stewart, Deputy Commissioner, Performance Group, on telephone ████████████

Yours sincerely

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Graeme Head
Public Service Commissioner

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Public Service Commission

NSW GOVERNMENT

People Matter
Employee Survey 2012

Agency report for NSW Ombudsman

(Engagement Index amended February 2013)

Contents

Table of contents

1 Introduction

1.1 About this report

The People Matter Employee Survey 2012 was the first of its kind in the NSW public sector and allowed the Public Service Commission (PSC) to capture employees' perceptions of how well they thought the public sector values are applied across the sector as well as their views on – and experiences in – their workplaces. In this inaugural year of the survey it is creating a baseline for the NSW public sector as a whole and in following years results will be tracked against this baseline.

This year, over 130 agencies participated and more than 60,000 employees voluntarily participated. Sector-wide results have been incorporated into the inaugural State of the NSW Public Sector Report 2012 with more detailed results in the accompanying People Matter Employee Survey 2012 Main Findings Report. Individual reports have been produced for each cluster and for each agency, where the agencies' responses are sufficient to satisfy confidentiality criteria.

This is a companion report developed as part of The State of the NSW Public Sector Report 2012 and readers are encouraged to read the latter report first as it presents the Public Service Commissioner's independent review of the performance of the NSW public sector and includes commentary and high-level analysis of the survey results at a sector level together with additional research undertaken by the PSC. Both The State of the NSW Public Sector Report 2012 and the NSW People Matter Employee Survey 2012 Main Findings Report can be found at www.psc.nsw.gov.au.

1.2 Report overview

Survey methodology

Employee surveys are a good human resource practice in measuring employees' adoption of organisational values, wellbeing, job satisfaction and engagement. The survey question-set was sourced from a number of areas including the Victorian SSA People Matter Survey and the United Kingdom (UK) Civil Service People Survey. Items were further refined through PSC stakeholder discussion, Australian Survey Research (ASR) input and a pilot test with NSW public sector employees.

Delivery

The survey was open from mid-July to mid-August 2012 to all public sector employees across NSW. Employees were given the opportunity to participate either online or by completing a paper survey. Participation was strongly encouraged, though not mandatory. Survey champions were identified in each cluster and agency. The PSC provided a link to the online survey to each of the agency survey champions who subsequently distributed it to employees within their agency. An identical version of the online survey was produced in scannable paper form.

Privacy and confidentiality

The People Matter Employee Survey 2012 was managed by the PSC across the whole of the public sector. PSC engaged ASR to deliver the survey and to analyse the results which form the basis of the Main Findings Report. ASR is a member of the Association of Market and Social Research Organisations (AMSRO) and is bound by AMSRO's strict code of conduct and privacy principles which exceed Australia's National Privacy Principles.

No personalised or individual links were created for the online survey and employees were not tracked when answering online or by paper. Only generic web addresses and forms were used. ASR has produced analysis and reports at summary and aggregate levels. ASR has only provided the PSC with de-identified data.

1.3 Reading the results

Comparisons

All comparisons are from the NSW People Matter Employee Survey 2012 sector-wide and cluster level results. Further information on comparisons is provided in the Technical Information section of this report.

Rounding

Throughout the report, percentages have been rounded to whole numbers. When looking at charts and tables, figures may not always add up to 100%. However, if more decimal places were used, additions would be correct.

Handling of no answers and *Don't know* responses

Respondents who did not answer a question or who chose *Don't know* as their response were excluded from all percent positive calculations. Please see the Main Findings Report for more information on questions that had a high proportion of no answers or *Don't know* responses for the sector as a whole.

Negatively worded question

In the People Matter Employee Survey 2012, there was one negatively phrased item: *7j) In my workgroup there is frequently too much work to do.* To align with the other items in the survey and to assist with the reading of this report, it has been reworded as a positively phrased item with the responses coded accordingly. For example, if there was 20% agreement to the original statement *In my workgroup, there is frequently too much work to do,* in this report, the result is presented as 80% agreement to the statement *In my workgroup there is **not** frequently too much work to do.*
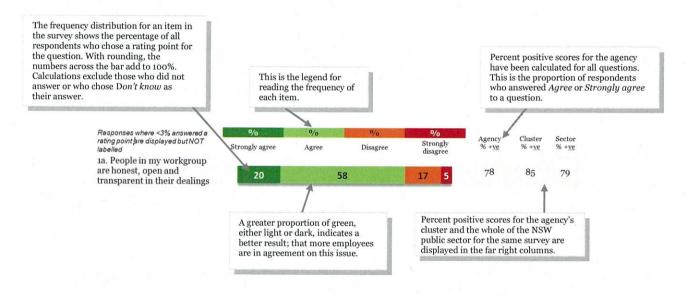
How to interpret the results

Respondents who did not answer a question or who chose *Don't know* as their response were excluded from all percent positive calculations.

The frequency distribution for an item in the survey shows the percentage of all respondents who chose a rating point for the question. With rounding, the numbers across the bar add to 100%. Calculations exclude those who did not answer or who chose *Don't know* as their answer.

This is the legend for reading the frequency of each item.

Percent positive scores for the agency have been calculated for all questions. This is the proportion of respondents who answered *Agree* or *Strongly agree* to a question.

Responses where <3% answered a rating point are displayed but NOT labelled

	%	%	%	%	Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
1a. People in my workgroup are honest, open and transparent in their dealings	20	58	17	5	78	85	79

A greater proportion of green, either light or dark, indicates a better result; that more employees are in agreement on this issue.

Percent positive scores for the agency's cluster and the whole of the NSW public sector for the same survey are displayed in the far right columns.

Introduction

1.4   Using the results

The People Matter Employee Survey 2012 provides an important source of information which will be used by the PSC in a number of ways, now as well as in the future.

First, the People Matter Employee Survey 2012 findings support the Commission of Audit recommendations, in particular providing further evidence of the need to focus on leadership and management in the public sector.

Second, the results of the People Matter Employee Survey 2012 have been used by the Public Service Commissioner, Graeme Head, in his inaugural 2012 State of the NSW Public Sector Report when forming his assessment of the performance of the sector. The results of the survey will allow an in-depth exploration of issues facing the sector. The results relating to values for example, were used with an independent Ethics Stocktake to allow the Commissioner to explore the nature of ethics issues, their causes and possible solutions which have been detailed in the State of the NSW Public Sector Report 2012.

Third, sector-wide reporting of employee perceptions can be interpreted alongside statistical data in the workforce profile, giving a powerful insight into the state of the NSW public sector, its strengths and weaknesses and feasible public sector performance improvement strategies.

Fourth, by providing a unique insight into the culture, systems and practices of the NSW public sector a benchmark is established to measure future progress. The PSC plans to run the People Matter Employee Survey biennially, with the next survey due to be run in 2014.

Most importantly, the results of the survey can be used throughout the sector by employees, managers, workgroups, agencies and clusters. These results allow for improvement strategies to be evidence based. The PSC encourages all sector employees to engage with the results of the survey and think about how change can be affected at an individual and systems level to improve results over time.

2 Results at a glance

This section outlines the results at a glance for NSW Ombudsman.

2.1 Agency response

	NSW Ombudsman	**Premier and Cabinet**	**NSW public sector**
Number of responses	104	2,704	60,779
Response rate	50%	31%	16%
Confidence interval*	± 7%	± 2%	±0.4%
Interpretation*	Results are strongly indicative of the agency workforce as a whole.	Statistically representative	Statistically representative
Web response	100%	99%	94%
Paper response	0%	1%	6%

See technical information section for more information on statistical confidence.

Results at a glance

2.2 Highlights and lowlights

Respondents were asked to rate 86 questions using a four point rating scale ranging from *strongly agree* to *strongly disagree* whilst other questions in the survey required a yes or no response. The tables below display the agency's five highest and five lowest scoring questions which used the four point rating scale based on the percent positive score.

NSW Ombudsman highest scoring questions	
Question	**% +ve score**
2d. My organisation strives to earn and sustain a high level of public trust	99
2g. Members of my workgroup treat customers/clients with respect	99
3a. My workgroup strives to achieve customer/client satisfaction	99
3g. My organisation ensures Government policies and programs affecting the community are implemented equitably	99
2a. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	98

NSW Ombudsman lowest scoring questions	
Question	**% +ve score**
7j. In my workgroup there is not frequently too much work to do	22
3h. I feel that the NSW public sector is innovative	61
11a. Generally I do not feel stressed at work	61
10f. I am satisfied with the opportunities available for career development	62
9c. I feel my job is secure	63

Results at a glance

2.3 Above and below

The first two tables show where the agency results are above and below its cluster. The following two tables show where the agency results are above and below the NSW sector-wide results. Only items where the agency is **±5% different** to the cluster or the sector as a whole are included and a maximum of 10 items is presented in each table. Where there are no items in a table, this means that no questions at the agency level were ±5% from the cluster or NSW sector-wide results.

Above and below agency results against the cluster results

Where NSW Ombudsman scored ABOVE its cluster		
Question	**Agency % +ve score**	**Cluster % +ve score**
5a. I feel that change is handled well in my organisation	81	48
4d. I believe senior managers provide clear direction for the future of the organisation	86	54
5b. My organisation involves employees in decisions about their work	84	53
2i. I feel that senior managers keep employees informed about what's going on	85	59
2h. I feel that senior managers listen to employees	84	59
13e. I have confidence in the ways my organisation resolves grievances	80	56
10a. My performance is assessed against clear criteria	81	59
5c. My organisation is making the necessary improvements to meet our future challenges	87	67
8d. My organisation motivates me to help it achieve its objectives	81	62
9c. I feel my job is secure	63	44

Where NSW Ombudsman scored BELOW its cluster		
Question	**Agency % +ve score**	**Cluster % +ve score**
Not applicable		

Results at a glance

Above and below agency results against sector-wide results

Where NSW Ombudsman scored ABOVE the sector

Question	Agency % +ve score	Sector % +ve score
5b. My organisation involves employees in decisions about their work	84	42
4d. I believe senior managers provide clear direction for the future of the organisation	86	46
5a. I feel that change is handled well in my organisation	81	42
2i. I feel that senior managers keep employees informed about what's going on	85	48
2h. I feel that senior managers listen to employees	84	49
11b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	93	62
13e. I have confidence in the ways my organisation resolves grievances	80	50
2c. I am confident that I would be protected from reprisal for reporting improper conduct	87	58
5c. My organisation is making the necessary improvements to meet our future challenges	87	58
1f. I feel that senior managers model the values of my organisation	89	61

Where NSW Ombudsman scored BELOW the sector

Question	Agency % +ve score	Sector % +ve score
Not applicable		

2.4   Engagement Index

Employee engagement is a relatively new term in human resource management literature, becoming more prominent over the last decade. The concept builds on—but goes further than—employee satisfaction, commitment and motivation. According to the UK Chartered Institute of Personnel Development, "engagement is not about driving employees harder, but about providing the conditions under which they will work more effectively—it is about releasing employees' discretionary behaviour".[1]

While there is no single definition of employee engagement, the concept is generally recognised as an employee's connection and commitment to their organisation, its goals and values as a whole.[2] Employee engagement has been attributed to achieving improvements in workforce performance, productivity, motivation, satisfaction, commitment, attendance, and retention. It has also been linked to achievement of higher levels of customer service, improved organisational agility, greater efficiency in driving change initiatives and workplace innovation. A focus of the People Matter Employee Survey 2012 was to explore the factors associated with employee engagement, with a view to providing a better understanding of potential strategies that may be employed within the NSW public sector to improve engagement.

The table below shows Engagement Indices for the agency, its cluster and the sector as a whole.

	NSW Ombudsman	Premier and Cabinet	NSW public sector
Engagement Index	79%	66%	61%

The five items used to generate the Engagement Index for NSW Ombudsman are displayed below, along with the agency's cluster and sector-wide percent positive scores.
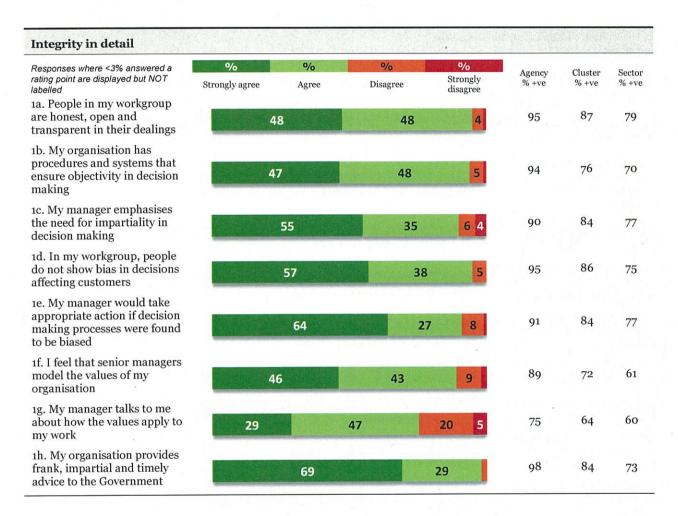
Engagement details

Responses where <3% answered a rating point are displayed but NOT labelled	% Strongly agree	% Agree	% Disagree	% Strongly disagree	% +ve Agency	Cluster % +ve	Sector % +ve
8a. I would recommend my organisation as a great place to work	52	39	7		91	78	71
8b. I am proud to tell others I work for my organisation	54	42	3		96	84	79
8c. I feel a strong personal attachment to my organisation	43	34	21		77	74	71
8d. My organisation motivates me to help it achieve its objectives	42	40	17		81	62	56
8e. My organisation inspires me to do the best in my job	40	41	17	3	80	62	56

[1]Alfes, K., Truss, C., Soane, E., Rees, C. & Gatenby, M (2010) *Creating an Engaged Workforce*, Research Report, Findings from the Kingston Employee Engagement Consortium Project, CIPD January 2010, p.3

[2] Scottish Executive Social Research (2007), *Employee Engagement in the Public Sector: A Review of the Literature*, Scottish Executive Social Research, Edinburgh, May 2007

3 Results by theme

3.1 Public sector values and ethics

This section of the report identifies how NSW Ombudsman employees perceive the NSW public sector values are demonstrated in their workplace.

Integrity in detail

Responses where <3% answered a rating point are displayed but NOT labelled	Strongly agree	Agree	Disagree	Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
1a. People in my workgroup are honest, open and transparent in their dealings	48	48		4	95	87	79
1b. My organisation has procedures and systems that ensure objectivity in decision making	47	48		5	94	76	70
1c. My manager emphasises the need for impartiality in decision making	55	35	6	4	90	84	77
1d. In my workgroup, people do not show bias in decisions affecting customers	57	38		5	95	86	75
1e. My manager would take appropriate action if decision making processes were found to be biased	64	27	8		91	84	77
1f. I feel that senior managers model the values of my organisation	46	43	9		89	72	61
1g. My manager talks to me about how the values apply to my work	29	47	20	5	75	64	60
1h. My organisation provides frank, impartial and timely advice to the Government	69	29			98	84	73

Improper conduct

Within the survey, improper conduct was defined as *behaviour that is unethical or wrong, that breaches your organisation's code of conduct, or that compromises your duties.*

If '-' appears in a cell in the tables below, it indicates that fewer than 10 people selected the option. In this situation, a number has not been displayed to ensure confidentiality.

Results by theme

Improper conduct

Activity	% total agency respondents	% total cluster respondents	% total sector respondents
18a. In the last 12 months I witnessed improper conduct at work	15	23	30

	% total agency respondents	% agency respondents who witnessed	% cluster respondents who witnessed	% sector respondents who witnessed
18b. I submitted a formal complaint regarding this conduct	-	-	18	23

Trust in detail

Responses where <3% answered a rating point are displayed but NOT labelled

	% Strongly agree / Agree / Disagree / Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
2a. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	71 / 27	98	88	80
2b. My manager encourages employees to avoid conflicts of interest	64 / 33 / 3	97	89	85
2c. I am confident that I would be protected from reprisal for reporting improper conduct	53 / 34 / 12	87	70	58
2d. My organisation strives to earn and sustain a high level of public trust	79 / 20	99	90	85
2e. Members of my workgroup treat each other with respect	49 / 39 / 10	88	85	77
2f. My manager treats employees with dignity and respect	51 / 37 / 10	88	84	78
2g. Members of my workgroup treat customers/clients with respect	57 / 42	99	96	92
2h. I feel that senior managers listen to employees	32 / 52 / 14	84	59	49
2i. I feel that senior managers keep employees informed about what's going on	24 / 61 / 13	85	59	48
2j. My manager listens to what I have to say	45 / 45 / 8	90	85	78
2k. My manager keeps me informed about what's going on	36 / 50 / 14	85	78	69

Service in detail

Responses where <3% answered a rating point are displayed but NOT labelled

	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Agency % +ve	Cluster % +ve	Sector % +ve
3a. My workgroup strives to achieve customer/client satisfaction	54	45			99	96	94
3b. My organisation strives to match services to customer/client needs	47	51			98	89	84
3c. My manager is committed to ensuring customers/clients receive a high standard of service	52	45	3		97	92	88
3d. My organisation provides high quality services to the community	59	39			98	88	85
3e. My organisation supports better practice so we can provide better service	59	31	9		90	81	80
3f. My workgroup uses research and expertise to identify better practice	51	41	7		92	80	77
3g. My organisation ensures Government policies and programs affecting the community are implemented equitably	62	37			99	88	83
3h. I feel that the NSW public sector is innovative	10	51	29	10	61	47	50

Accountability in detail

Responses where <3% answered a rating point are displayed but NOT labelled

	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Agency % +ve	Cluster % +ve	Sector % +ve
4a. My organisation always tries to improve its performance	46	43	10		89	81	80
4c. I receive useful feedback on my performance to enable me to deliver required results	28	46	23	4	73	66	61
4d. I believe senior managers provide clear direction for the future of the organisation	25	61	11	3	86	54	46
4e. My manager appropriately deals with employees who perform poorly	18	48	24	11	65	54	50
4f. People in my workgroup use time and resources efficiently	31	56	12		87	79	75
4g. My manager encourages people in my workgroup to monitor and improve the quality of what they do	34	50	15		84	77	75

Results by theme

3.2　Bullying

The following description was provided to survey respondents to help define what was meant by the term bullying.

> *Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.*

> *Bullying should not be confused with legitimate feedback given to staff (including negative comments) on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.*

If '-' appears in a cell in the tables below, it indicates that fewer than 10 people selected the option. In this situation, a number has not been displayed to ensure confidentiality.

Witnessed or experienced bullying at work (% total respondents)

	% agency	% cluster	% sector
Witnessed bullying at work in the last 12 months	25	35	48
Personally experienced bullying at work in the last 12 months			
Experienced in last 12 months, but **not currently**	-	13	19
Currently experiencing this behaviour	-	6	10
Have **not personally** experienced bullying at work in the last 12 months	-	76	66
Not sure that they experienced bullying at work in the last 12 months	-	4	5

IF personally bullied in last 12 months

Bullied by:	% all agency respondents*	% agency respondents who were bullied *	% cluster respondents who were bullied *	% sector respondents who were bullied *
A fellow worker	-	-	35	40
Your immediate manager / supervisor	-	-	40	38
A senior manager	-	-	30	35
A group of fellow workers	-	-	9	14
A client/customer	-	-	6	11
A subordinate	-	-	7	8
A member of the public	-	-	9	8
Prefer not to specify	-	-	7	6
Other	-	-	2	3

*Respondents could choose multiple options, so percentages may add to more than 100%

Results by theme

The most common forms of bullying are displayed in the table below.

Nature of bullying experienced in last 12 months				
Type:	% all agency respondents*	% agency respondents who were bullied *	% cluster respondents who were bullied *	% sector respondents who were bullied *
Verbal abuse	-	-	42	43
Exclusion/isolation	-	-	47	43
Psychological harassment	-	-	38	39
Intimidation	-	-	57	59
Being assigned meaningless tasks unrelated to the job	-	-	19	17
Given impossible assignments	-	-	11	12
Deliberately changing work rosters to inconvenience you	-	-	6	12
Deliberately withholding information vital to your effective work performance	-	-	41	30
Other	-	-	15	14
Prefer not to specify	-	-	7	17

Respondents could choose multiple options, so percentages may add to more than 100%

If personally bullied in last 12 months, have you submitted a formal complaint?			
	% agency	% cluster	% sector
Yes	-	18	21
No	-	82	79

3.3 Your experiences

The following topics are about employees' workplaces, the work they do, their health and wellbeing at work and awareness of various policies and procedures within their agency.

My organisation

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
5a. I feel that change is handled well in my organisation	15	66	16	3	81	48	42
5b. My organisation involves employees in decisions about their work	20	64	14		84	53	42
5c. My organisation is making the necessary improvements to meet our future challenges	18	69	11		87	67	58
5d. I feel I make a contribution to achieving the organisation's objectives	33	62	4		95	87	84
5e. My organisation's involvement in the community helps motivate staff	35	54	11		89	71	62
5f. My organisation's involvement in the community is strongly linked to its purpose	45	50	5		95	80	75

My manager

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
6a. My manager assigns work to people in my workgroup based on their skills and expertise	37	52	9		89	81	74
6b. My manager encourages and values employee input	37	46	12	4	84	81	73
6c. My manager communicates effectively with me	36	44	13	7	80	77	72
6d. My manager provides acknowledgement or other recognition for the work I do	36	41	16	8	76	76	68
6e. My manager encourages me to be more effective in my job	29	51	15	5	80	77	71
6f. My manager involves my workgroup in decisions about our work	29	57	10	4	86	76	66

Results by theme

My work in the public sector

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
7a. I am proud to work for the NSW public sector	45	51		3	96	86	86
7b. I view the NSW public sector as an employer of choice	44	50		4	94	79	79
7c. I understand how my work contributes to my organisation's objectives	57	41			98	93	92
7d. I receive help and support from other members of my workgroup	50	47			97	92	88
7e. There is good team spirit in my workgroup	45	43	10		88	81	75
7f. I am encouraged to be innovative in my work	38	42	15	4	81	72	68
7g. I have the skills to do my job effectively	55	41		4	96	96	96
7h. I have the tools I need to do my job effectively	40	44	15		84	77	74
7i. I get the information I need to do my job well	37	49	9	5	86	77	74
7j. In my workgroup there is not frequently too much work to do	22	42	36		22	21	21

Pay and job satisfaction

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
9a. I am fairly paid for the work I do	32	54	11	3	86	79	65
9b. I am satisfied with my total benefits package	29	53	15	3	82	79	63
9c. I feel my job is secure	20	43	26	11	63	44	51
9d. I am satisfied with my job	35	51	11	3	86	77	74

Results by theme

Performance and development

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
10a. My performance is assessed against clear criteria	22	59	17		81	59	61
10b. I receive regular feedback on my performance	18	49	31	3	66	57	52
10c. My organisation is committed to developing its employees	22	55	19	4	77	63	59
10d. My manager ensures fair access to developmental opportunities for people in my workgroup	28	52	17	3	80	76	69
10e. My manager considers my needs and career aspirations when approving development plans	27	46	16	10	74	69	62
10f. I am satisfied with the opportunities available for career development	14	49	28	9	62	54	51
10g. I am able to access the right learning and development opportunities when I need to	20	52	24	5	71	64	60
10h. Learning and development activities I have completed in the past 12 months have helped to improve my performance	18	60	20		78	67	69

	% Yes	% No	Agency % yes	Cluster % yes	Sector % yes
10i. In the last 12 months I have received a formal performance appraisal/review	61	39	61	50	49
10j. In the last 12 months I have received informal feedback on my performance	87	13	87	74	66

Results by theme

Health and well being

	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
11a. Generally I do not feel stressed at work	12	50	30	9	61	56	50
11b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	39	54		7	93	82	62
11c. My manager takes into account the differing needs and circumstances of employees when making decisions	36	55		6	92	82	70
11d. I am encouraged to report health & safety incidents & injuries	46	50		4	96	94	90

Equal employment opportunity

	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Agency % +ve	Cluster % +ve	Sector % +ve
Responses where <3% answered a rating point are displayed but NOT labelled							
12a. Equal employment opportunity is provided in my organisation	45	48	5	3	92	91	85
12b. Gender is not a barrier to success in my workgroup	52	45			97	92	88
12c. Disability is not a barrier to success in my workgroup	46	48	6		94	91	86
12d. Age is not a barrier to success in my workgroup	46	48	6		94	88	86
12e. Cultural background is not a barrier to success in my workgroup	47	49	3		96	94	91
12f. My organisation is committed to creating a diverse workforce	47	49	4		95	90	88

Results by theme

Awareness of organisational policies and procedures

Responses where <3% answered a rating point are displayed but NOT labelled

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
13e. I have confidence in the ways my organisation resolves grievances	26	54	18		80	56	50

	% Yes	% No			Agency % yes	Cluster % yes	Sector %yes
13a. I am aware of my organisation's code of conduct	100				100	95	98
13b. In the last 12 months I have read or referred to my organisation's code of conduct	75	25			75	58	75
13c. I am aware of my organisation's stated values	99				99	88	92
13d. I am aware of the ways to resolve grievances in my organisation	96	4			96	84	89

Recruitment

Responses where <3% answered a rating point are displayed but NOT labelled

	% Strongly agree	% Agree	% Disagree	% Strongly disagree	Agency % +ve	Cluster % +ve	Sector % +ve
14a. My organisation has good procedures and processes for recruiting employees	21	59	16	4	80	68	56
14b. In my organisation the advertised position descriptions accurately reflect the requirements of the job	25	63	11		88	72	71
14c. My manager is sufficiently skilled to make good selection decisions	39	54	5		93	85	77

4   Technical information

Glossary of key terms

Percent positive **% +ve**	The percent positive score is the number of respondents who selected a rating point of *Agree* or *Strongly agree* divided by the total number of respondents who selected any rating point. This excludes responses of *Don't know* and no answers.
PSC	NSW Public Service Commission
Cluster	In the NSW Government the various entities and organisations are now grouped into nine clusters. Clusters are groupings around service delivery areas like education, health, human services, transport, economic development and justice. Clusters enable better linkages between organisational subgroups and provide more integrated services to the community.

Exclusion of question 4b

The PSC acknowledges an error in the wording of one statement in the People Matter Employee Survey 2012. Accordingly the results for *4b) My organisation's decisions and actions are open to review by employees* have been excluded from the report.

Employee Engagement Index

The survey included five questions which were used to calculate an engagement index for each respondent. A score indicates the average level of engagement of all people who responded and ranges from 0 to 100. An index score of zero indicates that all respondents *Strongly disagree* with all five engagement questions, while a score of 100 indicates that all respondents *Strongly agree* with all five engagement questions.

Confidence level and interval

Attitudinal research is normally conducted at a 95% confidence level (p≤0.05) and aims for a ±5% confidence interval.

> Representativeness of a sample is usually assessed at a 95% confidence level (accuracy) and a ±5% confidence interval (precision).
>
> The **confidence level** tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.
>
> The **confidence interval** is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4 and 47% of your sample picks an answer, you can be "sure" that if you had asked the question of the entire relevant population between 43% (47-4) and 51% (47+4) would have picked that answer.
>
> When you put the confidence level and the confidence interval together, you can say that you are 95% sure that the true percentage of the population is between 43% and 51%.
>
> *Reference: www.surveysystem.com/sscalc.htm*