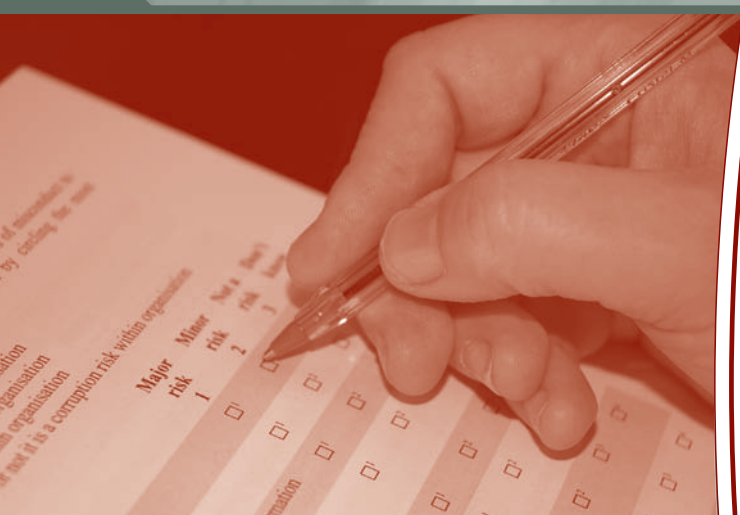


The logo for the Independent Commission Against Corruption (ICAC), consisting of the letters 'I·C·A·C' in a serif font with dots between the letters.

INDEPENDENT COMMISSION
AGAINST CORRUPTION



PROFILING THE NSW PUBLIC SECTOR II

**METHODOLOGY
AND RESPONDENT
DEMOGRAPHICS**
MAY 2009

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Project methodology

This document describes the methodology used in the ICAC's Profiling Research Project conducted in 2007.

Content of surveys

The research used two similar printed surveys that were distributed and returned via mail.

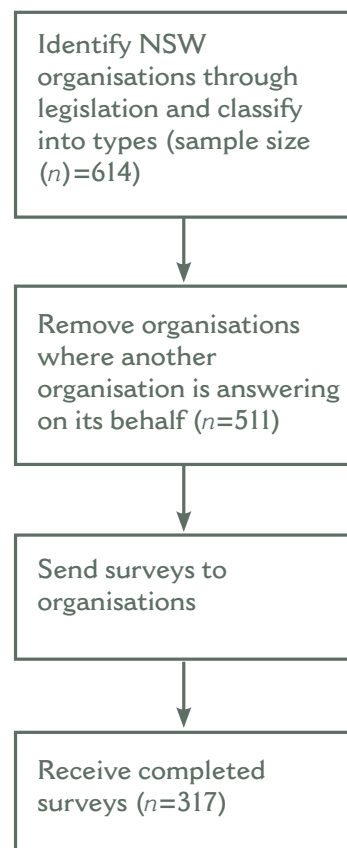
One survey was distributed to the Chief Executive Officer (CEO) of each NSW public sector organisation. This is termed the 'organisational survey' and is available at www.icac.nsw.gov.au/go/publications-and-resources/research-publications. The second survey was distributed to a sample of NSW public sector staff from a subset of those organisations. This is termed the 'staff survey' and is available at <http://www.icac.nsw.gov.au/go/publications-and-resources/research-publications>.

Staff and organisation surveys included questions about demographics, corruption risks and corruption prevention strategies. The content of each survey was related to the respective roles of staff and management.

Organisation sample selection

An overview of the approach taken to select participating organisations is presented in Figure 1.

Figure 1: Selecting the organisation sample



There was no readily available list of all NSW public sector organisations. In order to create a comprehensive list, organisations were included (and classified) based on relevant legislation:

- **Government departments** were those organisations listed under schedule 1(1) of the *Public Sector Employment and Management Act 2002*.
- **State owned corporations** were those organisations listed under schedule 5 of the *State Owned Corporations Act 1989*.
- **Health service organisations** were those organisations listed under schedules 1–2 of the *Health Services Act 1997* (the Ambulance Service of NSW was also classified as a health service organisation).¹
- **Universities** were those organisations listed under schedule 1 of the *Higher Education Act 2001*, excluding Australian William E. Simon University and Australian Catholic University.²
- **Local councils** were identified from a list on the NSW Department of Local Government (DLG) website. The statutory basis for including local councils is provided by the *Local Government Act 1993*.
- **Local Aboriginal land councils (LALCs)** were identified from a list on the NSW Aboriginal Land Council website. The statutory basis for including LALCs is provided by the *Aboriginal Land Rights Act 1983*.
- **County councils** were identified from a list on the DLG website. County Councils are established under the *Local Government Act 1993*.
- **Catchment management authorities (CMAs)** were those organisations listed under schedule 1 of the *Catchment Management Authorities Act 2003*.
- **Rural lands protection boards (RLPBs)** were identified from a list on the RLPB website. The statutory basis for including RLPBs is provided by the *Rural Lands Protection Act 1998*.³

- **Miscellaneous statutory bodies** were those organisations listed under either schedule 1 of the *Public Sector Employment and Management Act 2002* or schedules 2–3 of the *Public Finance and Audit Act 1983*, which had not been otherwise included in the sample.

Each organisation from the list above was sent a survey unless the ICAC had determined that it was part of a larger organisation that would be expected to answer the survey on their behalf (to avoid ‘double counting’) or it was determined that it had no staff (e.g. certain scholarship trusts).⁴

Additionally, some organisations that had been sent surveys contacted the ICAC to indicate that:

- they were part of larger organisation and would not be independently returning a survey, or
- they were answering on behalf of multiple organisations.

In cases where one organisation answered on behalf of others, response rates were calculated as if only one survey had been sent to those organisations involved.

1. Although not listed under the schedules of the *Health Services Act*, the functioning of the Ambulance Service is discussed in Chapter 5A of the Act.

2. Neither of these universities fall under the ICAC’s jurisdiction.

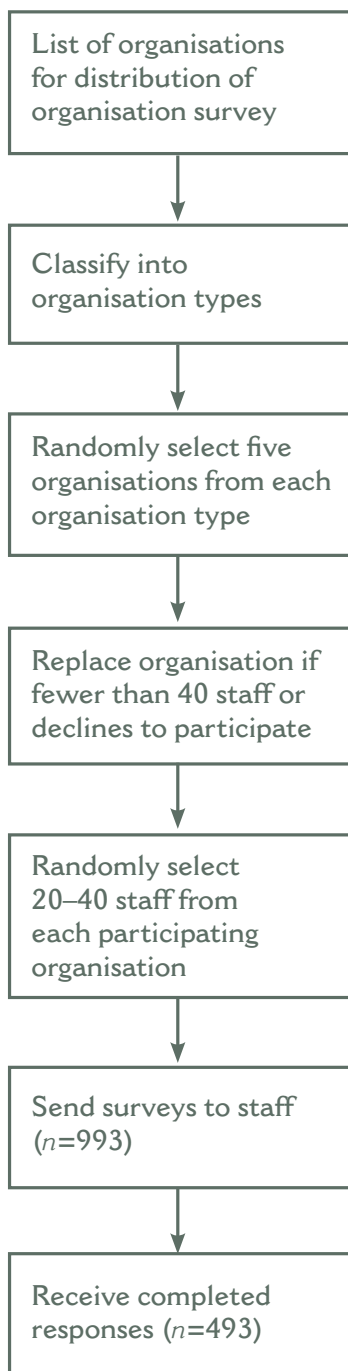
3. As of 1 January 2009, Rural Lands Protection Boards have been replaced with Livestock Health and Pest Authorities.

4. The State Property Authority, Rail Infrastructure Corporation and HealthQuest were not sent surveys.

Staff sample selection

This section describes the approach taken to select participating staff. An overview of this process is presented in Figure 2.

Figure 2: Selecting the staff sample



First, organisations that were sent an organisation survey were classified into one of six organisation types:

- Government departments
- State owned corporations
- Health service organisations
- Universities
- Local councils
- Other statutory bodies

With the exception of the ‘Other statutory bodies’ type, each of these organisation types was the same as the corresponding organisation type from the organisation survey.

The ‘Other statutory bodies’ organisation type contained all the organisations that had been classified (for the organisation survey) as LALCs, County councils, CMAs, RLPBs or miscellaneous statutory bodies. This merging of organisation types was performed because at least 40 staff were needed in an organisation for it to be included in the staff survey and most of these organisations are very small.

Second, five organisations were randomly chosen from each of these organisation types. Each of these organisations with 40 or more staff was invited to participate. If an organisation had fewer than 40 staff, it was replaced by another randomly selected organisation of the same type. If an organisation declined to participate, it was also replaced by another of the same organisation type.

With the exception of State owned corporations (where staff were selected from six organisations) and universities (where staff were selected from four organisations), this approach resulted in a sample of five organisations being obtained from each organisation type.

The next step involved randomly selecting staff from participating organisations. The precise number of staff selected at a given organisation was negotiated, but was always between 20 and 40 (inclusive) and never exceeded 50% of the organisation’s staff.

Surveys were individually mailed to 1,020 staff in total. However, 27 surveys were returned to the ICAC because the staff member either had left the organisation, was on long-term leave or was not at the

address provided. As these surveys did not reach the intended staff, they were not counted as distributed for the purposes of calculating response rates.

Response rate

The vast majority of survey responses were received by mail, although a small minority was received via email or fax.

Table 1 presents information about the response rate to the organisation survey.

Table 1: Organisation response rate

Organisation Type	Surveys distributed	Surveys returned	Response Rate
Universities	10	10	100%
County councils	11	10	91%
State owned corporations	20	18	90%
Government Departments	46	39	85%
Local Councils	151	122	81%
Catchment management authorities	13	10	77%
Health Service Organisations	13	9	69%
Miscellaneous Statutory Bodies	80	54	68%
Rural Lands Protection Boards	47	21	45%
Local Aboriginal Land Councils	120	20	17%
Anonymous	N/A	4	N/A
Total	511	317	62%

Table 2 presents information about the response rate to the staff survey.

Table 2: Staff response rate

Organisation Type	Surveys distributed	Surveys returned	Response Rate
Government departments	171	111	65%
State owned corporations	210	122	58%
Universities	129	68	53%
Health service organisations	152	77	51%
Local councils	155	58	37%
Other statutory bodies	176	57	32%
Total	993	493	50%

Data analytic considerations

There are several methodological issues to be considered when examining the results of this research. These fall into two categories – those that relate to survey responses generally and those that specifically relate to comparisons between data sets.

Survey responses

When interpreting responses to the surveys, the following three points should be noted.

- Survey responses have been accepted at face value.
- These results may have been affected by response bias. (It should, however, be noted that half of the staff and almost two-thirds of the organisations responded to the surveys).
- Some of the questions (e.g. misconduct risk judgements) involve respondent perceptions. These questions should not be interpreted as risk measurements but as perceptions of risk. This research does not attempt to evaluate how realistic these risk perceptions are.

Comparisons between data sets

When interpreting the results of comparisons (e.g. between 2001 and 2007 data), the three points below should additionally be noted.

First, statistical tests have been employed to make these comparisons. Errors of statistical inference are possible with these tests, and the likelihood that such an error has been made increases with the number of

tests performed. To compensate for this the Bonferroni approach was taken to control the overall error-rate of a set of analyses (e.g. gifts and benefits) at $\alpha=0.05$. Thus, if there were five statistical tests in a given section, each test would be performed using a criterion probability of $0.05/5$ (i.e. 0.01).

Second, on a number of occasions, comparisons have been performed with slightly differently worded questions or response categories. In these circumstances, every effort has been made to ensure appropriate comparisons are made (e.g. by focusing on the percentage of 'yes' responses) but extra caution needs to be taken in interpreting these results.

Third, comparisons between the results of this study and survey results from the 2001 study should be interpreted with caution because of changes to the structure of the NSW public sector and different sample selection techniques. For example, there have been administrative and legislative changes since the previous Profiling study that have affected the way organisations function and are classified.

It should also be noted that the overall organisation response rate in the 2001 study was 73% compared to 62% for the 2007 survey. However, additional organisation types were included in the 2007 survey – the response rate amongst organisation types included in the 2001 survey was also 73%.

Consequently, the collection of organisations sampled may not be the same as in 2001, although both studies attempted to sample the whole of the NSW public sector as it operated at the time.

Organisation demographics⁵

Organisation type

A total of 317 organisations completed surveys. The number of organisations within each organisation type is presented below.

Table 3: Organisation types

Organisation type	Per cent of organisations
Local councils	39
Government departments	12
Rural lands protection boards	7
Local Aboriginal land councils	6
State owned corporations	6
Universities	3
County councils	3
Catchment management authorities	3
Health service organisations	3
Miscellaneous statutory bodies	17
Anonymous	1

Main roles and business areas

Organisations were asked to select their main roles and business areas from lists provided to them. Their responses are presented below. An organisation could make multiple selections and, hence, percentages do not sum to 100.

Table 4: Main role(s) of organisation

Role	Per cent of organisations
Provision of a service(s) to your community	83
Regulatory control	53
Policy formulation/provision of advice to government	22
Accountability body/complaint handling about other agencies	4
Other	10

5. Unless an alternate reason is provided, percentages that do not sum to 100% fail to do so because of rounding.

Table 5: Main business area(s) of organisation

Business area	Per cent of organisations
Recreation and culture	45
Planning and building development	41
Transport and communications	39
Housing and community amenities	35
Other economic affairs	28
Health	21
General public services	19
Public order and safety	13
Education	13
Agriculture, forestry, fishing and hunting	11
Social security and welfare	7
Fuel and energy	3
Mining and mineral resources other than fuel	3
Other	21

Budget

As presented in the tables below, organisations provided responses about the source and size of their budgets.

Table 6: Funding sources

Proportion of funds from government budget process	Per cent of organisations
Most or all	29
Some	41
5% or less	29

Table 7: Size of recurrent budget

Size of budget	Per cent of organisations
Less than \$1 million	14
\$1 to \$4 million	13
\$5 to \$20 million	22
\$21 to \$50 million	16
\$51 to \$100 million	13
\$101 million to \$1 billion	19
Over \$1 billion	4

Employees

Organisations provided information regarding their headcount, status of employees, volunteer workforce and groups of employees who generally do not consider themselves part of the public sector.

Table 8: Organisational headcount

Organisational headcount	Per cent of organisations
5 or fewer	9
6 to 15	12
16 to 50	9
51 to 100	14
101 to 500	32
501 to 999	10
1,000 to 1,999	5
2,000 to 4,999	5
5,000 to 9,999	3
10,000 or more	2

Table 9: Proportion of temporary, casual and/or contracted staff

Proportion of temporary, casual and/or contracted staff	Per cent of organisations
Fewer than 1%	18
1 to 5%	26
6 to 10%	17
11 to 20%	18
21 to 50%	12
Greater than 50%	10

Table 10: Proportion of volunteers

Proportion of volunteers	Per cent of organisations
Fewer than 1%	69
1 to 5%	18
6 to 10%	4
11 to 20%	1
21 to 50%	4
Greater than 50%	3

Table 11: Proportion of staff that do not consider themselves part of the public sector

Proportion of staff	Per cent of organisations
None	63
Few	28
About half	4
Most	4
All	2

Location and jurisdiction

As presented in the following tables, organisations were asked to indicate how many office locations they had, where their head office was based and whether their jurisdiction covered the whole of NSW.

Table 12: Number of offices

Number of office locations	Per cent of organisations
1	35
2 to 5	35
6 to 10	12
11 to 100	13
101 to 1,000	3
More than 1,000	0†

† 1 response

Table 13: Size of town or city where organisation is based

Population of town/city where head office is located	Per cent of organisations
Less than 10,000	27
10,000 to 30,000	13
30,000 to 50,000	9
50,000 to 500,000	21
More than 500,000	31

Table 14: Organisation jurisdiction

Jurisdictional area	Per cent of organisations
Whole of NSW	32
Region within NSW	68

Age

As presented below, organisations indicated how many years they had been in existence and how long they had been in their current form.

Table 15: Number of years the organisation has been in existence

Overall age	Per cent of organisations
Less than one year	1
1 to 5 years	6
6 to 10 years	3
11 to 20 years	10
21 to 50 years	15
More than 50 years	66

Table 16: Number of years the organisation has been in current form

Age in current form	Per cent of organisations
Less than one year	3
1 to 5 years	19
6 to 10 years	9
11 to 20 years	15
21 to 50 years	22
More than 50 years	32

Recent organisational change

Organisations were asked to indicate whether or not they had undergone a variety of different organisational changes. Their responses are presented in the following table.

Table 17: Type of organisational change experienced by organisation

Organisational change	Per cent of organisations
Experienced a major restructure or downsizing	30
Outsourced one of major functions	15
Merged with another organisation	11
Been placed under administration	6
Split from another organisation	3
Privatised some or all of its functions	3

Other organisational features

Organisations also provided information if they had certain administrative structures in place.

Table 18: Administrative structures in place

Administrative structure	Per cent of organisations
A business unit(s) that provides marketable services	39
A profit-driven business unit(s)	31
Outsourced information and technology function	24
Outsourced corporate services	18

Staff demographics

Organisation type

A total of 493 staff completed surveys. The percentage of staff within each organisation type is presented below.

Table 19: Organisation type of respondents

Organisation type	Per cent of staff
State owned corporations	25
Government departments	23
Health service organisations	16
Universities	14
Local councils	12
Other statutory bodies	12

Organisation location and jurisdiction

Staff provided responses to several questions about the locations and jurisdictions of their organisations.

Table 20: Size of town/city of organisation's head office

Population of town/city where head office is located	Per cent of staff
Less than 30,000	17
30,000 to 50,000	8
50,000 to 500,000	13
More than 500,000	53
Don't know	9

Table 21: Number of office locations

Number of office locations	Per cent of staff
1	23
2 to 5	30
6 to 10	14
11 to 100	22
101 to 1,000	5
More than 1,000	0†
Don't know	7

† 2 responses

Of the staff who indicated that their organisation had more than one office, 41% indicated that they worked in their organisation's head office.

Table 22: Organisation jurisdiction

Jurisdictional area	Per cent of staff
Whole of NSW	51
Region within NSW	47
Don't know	2

Organisation headcount

Staff indicated how many employees they believed were employed at their organisation.

Table 23: Organisation headcount

Organisational headcount	Per cent of staff
Fewer than 100	15
101 to 500	27
501 to 999	18
1,000 to 9,999	27
10,000 or more	1
Don't know	12

Organisational change

As displayed in the table below, staff were asked whether, in the last three years, the way they worked had been altered as a result of specified organisational changes.

Table 24: Organisational changes affecting the way staff do their work

Organisational change	Per cent of staff
Organisational restructure or downsizing	57
A change to a profit-driven focus	26
A change to the provision of marketable services	23
Outsourcing of the organisation's functions	22
Merging with another organisation	20
Privatisation of the organisation's functions	9
Splitting from another organisation	7
Organisation being placed under administration	4

Salary

Staff were asked to indicate their salary group. Part-time staff indicated their full-time equivalent rates.⁶

Table 25: Staff salary

Salary	Per cent of staff
Less than \$35,000	6
\$35,000–\$54,999	28
\$55,000–\$85,000	39
Greater than \$85,000	27

Employment status

Staff indicated whether they were employed on a full-time or part-time basis and whether they were permanent or temporary employees.

Table 26: Staff employment status

Employment status	Per cent of staff
Full-time permanent	81
Full-time temporary/casual	5
Part-time permanent	10
Part-time temporary/casual	5

Part-time staff were also asked how many days per week they worked.

Table 27: Days per week worked by part-time staff

Days worked per week	Per cent of staff
1	7
2–2.5	20
3–3.5	40
4 or more	33

6. The survey question asked about salary or equivalent hourly rate.

Supervision

Forty-nine per cent of respondents supervised employees. The number of employees supervised directly or indirectly by these respondents is presented in the tables below.

Table 28: Number of people supervised by staff

Number of staff directly supervised	Per cent of staff
1–5	69
6–20	23
21–50	7
Over 50	2

Table 29: Total number of people for whom staff are responsible

Number of staff responsible for in total	Per cent of staff
1–5	58
6–20	23
21–50	13
Over 50	6

Length of service

The number of years that staff have been with their organisation is presented below.

Table 30: Length of service

Years with organisation	Per cent of staff
Less than 1 year	10
1–5 years	31
6–10 years	19
11–20 years	21
More than 20 years	19

The importance of public sector procedures

Staff were asked to indicate how important public sector “rules, policies and guidelines” were to their work, as presented below.

Table 31: Importance of public sector procedures

Importance of public sector procedures	Per cent of staff
Very important	65
Important	27
Neither important nor unimportant	7
Unimportant	1
Very unimportant	1



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