



Public
Service
Commission

State of the NSW Public Sector Agency Survey 2016

Main Findings Report
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1 Executive summary

The State of the NSW Public Sector Agency Survey assesses the impact that workforce and organisational practices are having on the NSW public sector, including those reforms enabled by the *Government Sector Employment Act 2013* (NSW) (GSE Act). It does this by asking agencies to self-assess the extent to which they have implemented or improved specific workforce management and organisational management practices, and the challenges faced in that implementation. The results provide agencies with the ability to benchmark their progress, and facilitate the Public Service Commission's (PSC) work of supporting the government sector in its workforce management and development. Data is also integrated into the Public Service Commissioner's annual report to Parliament, the *State of the NSW Public Sector*.

As the survey commenced soon after key workforce management reforms were enabled by the GSE Act, the initial focus was the extent to which core workforce management practices had been introduced across the entire sector. Over time, this focus has evolved to identify the issues emerging as agencies apply the reforms, and the (still early-stage) impact that the reforms are having on customer and service delivery outcomes.

This Main Findings report takes the data collected in the 2016 survey from participating agencies, and analyses it to identify key themes and trends. Because agency size can influence the rate of development, this filter is also applied to the analysis. This report also highlights select data from other PSC surveys to gauge if progress in one area is reflected in outcomes in the other data set.

Analysis of the overall data highlights the following trends:

1. Agencies report that **processes in key short-term workforce and organisational management practices have developed**, particularly those introduced in recent years. However, as the processes become more complex or strategic, and/or with longer time horizons, far fewer agencies report developed or highly developed practices.
2. **Reforms introduced under the GSE Act are starting to have an impact**. As the impact is felt, capability gaps can be quantified and understood; for example, in applying performance management practices. Recruitment experiences remain varied, and sector-wide mobility is yet to gain traction.
3. The majority of agencies report their **commitment to diversity is underpinned by seeking to improve service delivery**. Agencies reporting higher headcounts for employees with disability and Aboriginal and/or Torres Strait Islander employees also tend to report diversity practices that are developed or highly developed. While insufficient data meant it was not possible to analyse practices for women in senior leadership, benchmarking data indicates strong progress relative to the corporate and not-for-profit sectors nationally.
4. **Agency size has an impact**. Larger agencies report more developed organisational management practices, such as customer service, change management, productivity and innovation. However, more mature practices in customer service did not necessarily translate to achieving related key performance indicators. While the survey did not assess how ambitious these targets were, it appears that small agencies are most likely to be meeting or exceeding them.
5. Statistical analysis shows that agencies reporting **mature future capability planning practices also report maturity in a range of other workforce and organisational management areas**, irrespective of agency size. This could indicate that having a wide range of

operational practices aligned and informing each other facilitates better planning at the strategic level.

6. The majority of **the sector considers that its organisational capability strengths are in collaboration and service delivery**. Key capability gaps are in performance management and the use of data and analytics. Both the capability strengths and gaps reported by agencies are supported by the results discussed in this report. However, the choices made by agencies in capability build priorities are more likely influenced by broader sector forces.

Appendix A contains guidance on how to interpret the results, including what is meant by terms such as ‘developed’, ‘highly developed’ and ‘mature’. Agency size, participation and the response scales used by agencies to self-assess their progress for some questions are also explained.

A full set of results for all questions is included in **Appendix B**. Each agency will also receive an individual report that compares its progress against the sector and agencies of similar size, and a report for its clusters. Departments will also receive this cluster report, in addition to copies of reports for all individual agencies in their cluster.

2 Agency strengths, gaps and capability building priorities provide insight

Agencies were asked to select their top five current organisational capability strengths, their top five capability gaps, and which capability build priorities they have planned at the organisational level for the next financial year. The results link to the findings of the analysis done for individual practice results for organisational strengths and gaps.

Of the 22 options listed, collaboration and effective service delivery have been selected by majority of agencies as agreed strengths, in line with generally high levels of intra-public sector collaboration and service strategy maturity reported later in this paper.

Figure 2.1: Sector-wide organisational capability strengths

Top 5 strengths	% of agencies choosing this option
Our collaboration/partnering	61%
Effective service delivery	54%
Ethical conduct	43%
Leadership quality	41%
Improvement of recruitment processes	27%

However, there is a more diverse range of responses when agencies select their top five capability gaps and build priorities, with narrower spreads between scores.

The capability gaps reported align with a number of areas identified later in this report; particularly the benefits still to be realised from obtaining and applying data in workforce management practices such as planning and performance development, and using this data to contribute to evidence-based decision-making in another. This is reflected in the low levels of workforce data usage beyond reporting and analysis.

Figure 2.2: Sector-wide organisational capability gaps

Top 5 gaps	% of agencies choosing this option
Embedding effective performance management practices	38%
More use of data and analytics to make evidence-based decisions	38%
Enhancing maturity of talent management practices	37%
Improving technology	36%
Improving data quality	30%

Identifying an area as a gap did not necessarily translate through to it becoming a build priority; it is possible that many identified gaps are not considered critical to an agency's current work program, and therefore not a capability build priority. The priorities selected could instead be driven by broader sector factors such as the emphasis on employee engagement by sector leadership, the emphasis on customer that has been emphasised by the relevant Premier's Priority, and reform processes providing a renewed emphasis on building leadership quality.

Figure 2.3: Sector-wide capability building priorities 2016-2017

Top 5 capability builds	% of agencies choosing this option
Building leadership quality	49%
Improving employee engagement	40%
Embedding effective performance management practices	38%
Improving customer experience	36%
Improving technology	33%

3 Agencies have reached a degree of maturity in many practices

Agencies have reported that their more immediate short-term workforce and organisational management practices are well established, with a high percentage of agencies consistently assessing these practices as developed or highly developed (referred to as ‘maturity’). An example is workforce planning, where an increased proportion of agencies report mature practices to identify workforce priorities and capability requirements in the short term.

However, as the processes and practices become more complex or longer-term in nature, the percentage of agencies rating them as developed falls away. Examples of this include longer-term workforce planning, change management evaluation, and collaboration in policy development. Trends in each of these areas will be discussed in this section.

3.1 Workforce planning is mature for current service delivery needs

Workforce planning is the continuous process of shaping the work, workplaces and workforce to achieve organisational objectives now and in the future. It includes the consideration of the current and future trends and requirements regarding organisational and individual capabilities, types of roles, workforce mix, organisational structures and the strategy to address the identified gaps.

64% of agencies report that they have developed or highly developed practices to use workforce planning to identify the capabilities currently required to deliver on services, an increase from 56% in 2015. 57% of the sector considers its practices to identify key workforce priorities are developed or highly developed.

Maturity levels in the more strategic or long-term practices, while improving, remain low overall. For example, 35% of agencies report they have developed practices to use workforce planning to succession plan; up from 22% in both 2014 and 2015. 37% of agencies report developed practices to plan for the configuration of capabilities needed to deliver on services three years or more into the future.

Agencies were also asked to assess how extensively they report on and apply data in a range of workforce management practices. The results show that the majority of agencies report on data in recruitment, performance management, development planning and workforce planning. Close to half report that they also analyse workforce data by integrating it into high-level indicators. Incidences of data reporting and analysis are generally lower in practices such as mobility and succession planning.

Few agencies report that they use data in any workforce management area to forecast future outcomes (28% of agencies) or test hypotheses to determine the root-causes of outcomes (17% of agencies).

3.2 Complex change management practices require growth in maturity

Change management is the practice of preparing, equipping and effectively leading the workforce to successfully adopt organisational change. Agencies were asked to assess their maturity of a range of change management practices from communications to planning and evaluation.

2016 saw a modest increase in the number of agencies reporting developed or highly developed practices in communications-based strategies. However, Figure 3.1 shows that agency confidence in their change management maturity decreased as the practices became more complex.

Figure 3.1: Percentage of agencies reporting developed or highly developed change management practices

Change management practice	Percentage of agencies reporting developed or highly developed practices
Face-to-face communication between senior managers leading the change and affected employees	85
Tailored communications for affected employees	82
Processes to identify impacted stakeholders (e.g. stakeholder mapping)	70
Use of change management plans/change impact assessments	64
Change champion/agent networks to support transition and encourage input	61
Strategies for change leadership, including communication, progress evaluation and employee engagement assessment	55
Formal mechanism to assess change readiness before implementing action plan	39
Formal mechanisms to monitor the success of change implementation at local (affected) level	27
Managers assessed on success in managing change	25

25% of agencies report developed or highly developed practices to assess managers on the success of managing change in 2016, down from 30% in 2015. More agencies, at 27%, report they do not currently recognise this practice at all. Developed practices to monitor the success of a change at the local level are reported by 27% of agencies, also down from 30% in 2015. Again, more agencies report that they do not currently undertake this at all, at 28%. It is possible that as agencies grow more experienced in change management, the bar for what ‘developed’ looks like has been raised.

While the impact of agency size will be discussed later in this report, it is notable that in change management practices, larger agencies reported more developed practices as a rule. This could reflect the size and scope of the change initiatives they are undertaking, and consequently the capacity to recruit senior practitioners in the space.

Comparing change practices with employee perceptions

People Matter Employee Survey (PMES) results have consistently shown that change management is one of the areas that employees are least likely to agree their organisation handles well. It is possible that low reported rates of maturity in some practices could help to explain why PMES agreement scores are also low. Results from the 2016 PMES survey questions on change were compared with individual agency results for change practices to see if more mature practices were mirrored by stronger employee perceptions of organisational change competence. The results found that this tended to be the case for two key agency practices:

Figure 3.2: Comparing PMES and Agency Survey questions on change management

Agency Survey practice	PMES questions	Analysis outcome
Face-to-face communication between senior managers leading the change and affected employees	<ul style="list-style-type: none"> Senior managers effectively lead and manage change in my organisation Change is handled well in my organisation 	Agencies developed or highly developed in this agency practice also had employees more likely to agree that senior managers lead and manage change well than rest of sector
Managers assessed on success in managing change	<ul style="list-style-type: none"> Senior managers effectively lead and manage change in my organisation Change is handled well in my organisation 	Agencies developed or highly developed in this agency practice also had employees more likely to agree with both PMES questions than rest of sector

This indicates that for employee perceptions of change management to improve, a level of at least ‘developed’ – and possibly even ‘highly developed’ – could be of benefit in all related employee-facing practices. Given that change management was one of the key drivers of employee engagement scores for many agencies in 2016, this provides insight into which change practices could positively influence engagement scores.

3.3 Collaboration and partnering efforts remain largely within the sector

Effective collaboration underpins the sector’s transformation, including innovation and the commissioning of services. Agencies were asked to report on what type of collaboration they were undertaking (whether in policy, regulation, program design and management or service delivery), and with what sort of organisation (inside or outside the public sector).

Most collaboration is done within the sector, either within the agency or with other NSW public sector agencies. A majority of agencies reported that they also now collaborate on program design and management with other State and Territory agencies, up to 58% in 2016 from 48% in 2015. A majority collaborate in program design and management with not-for-profit organisations, up to 64% in 2016 from 50% in 2015. There was also an increase in service delivery collaboration with the private sector, up to 75% in 2016 from 70% in 2015.

Collaboration on policy development and regulatory matters with organisations outside the NSW public sector occurs at less than half the rate of that undertaken within the agency internally or within the NSW public sector. Policy development collaboration with federal agencies is reported by 43% of agencies, not-for-profit organisations by 41% of agencies, and 33% of agencies with the private sector. Collaboration with the private sector on regulatory matters was reported by 35% of agencies, and at 28% with not-for-profit organisations. These lower figures, when compared with other collaboration types, could reflect the influences of other factors such as the current legislative agenda or a focus instead on service transition in 2016.

Data was collected for formal partnerships for the first time in 2016. 90% of agencies reported at least one formal partnership to leverage services, programs or infrastructure to gain efficiencies in service provision, and 88% have partnerships to gain effectiveness in service provision. 77% of agencies have partnerships with at least one stakeholder group to increase innovation, and 71% to learn about new markets or technologies. Like collaboration, these partnerships occur primarily within the agency or within the sector.

3.4 Talent management efforts emerging, with more work identified

Talent management strategies provide an integrated approach to acquiring, developing and retaining the workforce needed to deliver current and future organisational outcomes. Talent management commonly includes strategies and initiatives for: attracting and acquiring talent; developing capability; engaging and retaining employees; and deploying individuals to meet organisational needs. Talent management commonly focuses on developing and mobilising high performing employees and those considered as having high potential for future roles within the organisation.

In 2016, 34% of agencies assessed their talent management strategies as developed or highly developed, up from 8% in 2014. 24% of agencies reported they did not have any strategy implemented at all, down from 60% of agencies in 2014.

Agencies identified their top three strategy priorities were:

- developing high-potential or high-performer candidates (chosen by 54% of agencies)
- leadership bench strength building (49% of agencies)
- building capability in key business areas (42% of agencies).

Agency size correlates with the priorities selected. Very large agencies appeared focused on leadership bench strength as a priority. Managing employee capacity effectively was only selected as a priority by 10% of the sector, but almost all of these agencies were small in size, indicating perhaps a necessity-driven awareness of maximising resources.

Having robust processes to identify high-performers and high-potentials is a key component of a mature talent management strategy. While 57% of agencies have assessed their talent identification processes as developed or highly developed at the executive level, 44% of agencies report they have developed or highly developed talent identification practices for the executive 'feeder' group, and 35% for identifying talented other managers/supervisors.

Agencies nominated providing adequate development opportunities within their agency as their most significant talent management challenge. Other employee-related challenges included employee appetite for mobility (chosen by 30% of agencies) and losing talent to other agencies (28% of agencies selected).

4 Government sector reforms are starting to have an impact

Results for the workforce management practices introduced under the GSE Act reveal that as agencies move from the introduction of the reforms to their extended application, capability gaps are emerging that agencies are taking steps to address. How this is reflected in agency assessments of their recruitment, performance development and workforce mobility practices will be explored in this section.

4.1 Sector recruitment experiences are largely positive, but varied

The reforms introduced in the GSE Act supported the expansion of a range of recruitment tools, including further merit-based selection practices and talent pools, to build organisational capability. Agencies that are advanced in their organisational capability planning processes have selected recruitment as second as the most popular means by which they plan to close their capability gaps (behind learning and development), making successful recruitment key to achieving strategy.

Agencies were asked to rate their recruitment experiences on a scale from 1 (largely negative) through 3 (neutral) to 5 (largely positive). While not all agencies are using GSE-mandated processes, an analysis of the most positive practices with high negative or neutral scores indicates that agencies are having mixed recruitment experiences.

Figure 4.1: Agency recruitment experiences 2015-2016 (% of agencies)

Highest positive scores	Highest neutral scores	Highest negative scores
Few candidate complaints (72%)	Employee retention increasing (57%)	Reactivity of recruitment (19%)
Attracting high-quality candidates with the right skills (62%)	Evaluated improvement in quality of hire (52%)	Talent pools, mobility generally used (16%)
Rigorous practices positively affecting quality of hire (60%)	NSW public sector brand attracts candidates (50%)	Few candidate complaints (9%)

62% of agencies report that they have developed or highly developed strategies to enhance candidate perceptions of their agency as a good place to work, to assist with attracting talent. 30% of agencies reported that their practices for measuring the quality of hire were developed or highly developed. This could provide insight into why there was a high neutral score for having evaluated improvements in the quality of their hiring (52% of agencies, as shown in Figure 3.1) — agencies are still developing their capacity to do this.

4.2 Capability gaps emerging as performance management evolves

Effective performance conversations between managers and employees are another key mechanism for building organisational capability. While 95% of agencies report that they have a process in place to monitor that performance feedback is being provided, agencies report uneven development for its component practices. It was the top-rated organisational capability gap by agencies across the sector, and the third-highest build priority.

Using the framework specified in the GSE Rules as a benchmark, the majority of agencies reported that they have developed or highly developed practices in place for the following component parts.

Figure 4.2: Percentage of agencies with developed or highly developed performance framework components, by employment type

Performance framework component	Executive/organisational leaders	Non-executive employees
Set and clarify performance expectations	91	83
Monitor performance	87	74
Plan and review performance	88	76
Resolve unsatisfactory performance	79	71
Develop employee capability	70	67
Recognise employee achievements	62	61

While the majority of agencies report maturity in all elements of the framework, the percentage achieving this appears to decline through the course of the performance cycle for both executives and non-executive employees.

Agency responses to the challenges they faced to their performance management practices provides insight into the quality of conversations taking place:

- 89% reported varying levels of manager capability in applying performance management practices
- 52% reported managing unsatisfactory performance effectively
- 46% reported the inconsistent implementation of practices across the agency or cluster.

In response to these challenges, 98% of agencies have initiatives underway to build managerial skills in performance development, many in ‘entry-level’ performance management practices. 83% are building manager capability in aligning work goals to organisational goals, 82% are identifying where employee capability development is required, and 80% are providing quality feedback to employees.

Agencies were also asked to report on the extent to which they used the data gathered during the performance development process and applied it in other workforce management areas. Maturity across the board was low, with using the data in role design review to ensure fit with ongoing organisational needs the most developed practice, at 47%. This aligns with the limited use of workforce data reported earlier in this section. The introduction of Human Capital Management systems at many agencies in the near-term may see this indicator alter over time. This will help to realise the full benefit of performance development processes as a part of organisational capability development generally.

Agencies have recognised that data and related analytics more generally are current gaps in organisational capability, rating the use of data and analytics as the equal-most popular capability gap across the sector, selected by 38% of agencies. Data quality was the fifth most popular capability gap, selected by 30% of agencies.

4.3 Internal mobility established, but sector-wide mobility yet to gain traction

Mobility is the movement of a government sector employee through reassignment or transfer to another role, and can include secondments and temporary assignments.

The GSE Act introduced assignment to role provisions as a key enabler of workforce planning and management for the public service. While previously employees had typically been appointed to a position based on a set series of tasks, knowledge and skills, role design is now focused on assigning employees to work based on a set of core and occupation-specific capabilities. This shift is designed to enhance the portability (and thus mobility) of these capabilities to different roles across the agency and the sector.

Within agencies and across the sector, use of the assignment to role provisions under the GSE Act is shifting. 74% of agencies report developed or highly developed practices to use temporary assignment to role provisions for employees, and 54% use it for executives. Its use has dropped since 2015 (from 82% and 69% respectively). Assignment to ongoing role usage is increasing. 54% of agencies use these provisions for employees (up from 41% in 2015), and 49% for executives (up from 43% in 2015). This indicates that the flexibility these provisions facilitate is gaining some traction on an individual basis.

Internal mobility practices are established, with 68% of agencies reporting developed or highly developed practices to promote internal development opportunities. However, sector-wide mobility has yet to be embraced. 16% of agencies reported that their practices were developed for participating in a sector-wide approach to mobility (such as accessing talent pools from other clusters, and people leaders providing active support for employees looking outside their current area). Only one agency rated its practices as highly developed. 17% of agencies reported that they did not recognise a need to participate in sector-wide mobility.

Few agencies nominated mature mobility practices as a gap or a build priority, indicating that it is not presently a focus for the sector.

5 Diversity and inclusion practices are underpinned by a service delivery commitment

One of the Premier's Priorities is to drive public sector diversity, with a goal of increasing the proportion of women and number of Aboriginal and/or Torres Strait Islander people in senior leadership roles by 2025. This has emphasised the importance of a pipeline of future leaders in the sector.

Further, there has been a steady overall decline in the representation of NSW public sector employees with disability over the last decade. While representation data must be used with caution, as many employees choose not to disclose their status for a range of complex reasons, analysis of related inclusion practices could provide insight for the sector.

Most agencies report they have diversity and inclusion goals in place for these groups:

- 79% of agencies have set goals for Aboriginal and/or Torres Strait Islander representation
- 51% have set goals for gender representation
- 46% have goals for people with disability.

When asked what drove their commitment to diversity and inclusion, 60% of agencies selected seeking service delivery improvements, recognising that a workforce that reflects its community is better placed to achieve this. The focus of the analysis in this section is whether developed diversity and inclusion practices are reflected in higher headcount. The analysis uses headcount as a proxy for gauging how effective diversity and inclusion initiatives have been, and therefore the ability to contribute — along with having an inclusive culture that can leverage the insights gained from a diverse workforce — to achieving the improved service delivery objective.

5.1 Developed diversity and inclusion practices and workforce headcount

Agencies were asked to rate the maturity of their diversity and inclusion practices for Aboriginal and/or Torres Strait Islander employees and employees with disability. These results were compared with each agency's 2016 NSW Workforce Profile headcount for that group. The comparison identified that agencies with developed (or higher) diversity and inclusion practices for each group also tended to have a higher headcount of each group than the sector average.

In disability practices, agencies that make their workplace fully accessible (rather than wait for adjustment requests) and have policies and procedures that enable adjustments to take place have higher still numbers of employees with disability than other agencies. As the headcount of employees with disability increased, the average agency maturity across all seven disability inclusion-related practices tended to increase. Note the survey did not collect enough data to suggest any causation.

However, agencies reported uneven levels of development in the various disability inclusion practices. For example, while 63% of agencies reported having developed or highly developed policies and procedures for making reasonable adjustments, 36% track the timeliness and efficacy of these adjustments once made.

The results of *People Matter Employee Survey* reveal that the success of an adjustment can flow through to that employee's experience of workplace engagement. Employees identifying that they had

a disability were asked if they had requested an adjustment, and whether it had been successful. The results showed that:

1. Employees satisfied with their workplace adjustment had higher scores across all major question groups than the sector average by an average of four percentage points.
2. Employees unhappy with the adjustment had lower scores across all major question groups than the sector average by an average of 19 percentage points.

This indicates that tracking the success of adjustments could be of real benefit to agencies seeking to improve their inclusion practices further.

For Aboriginal and/or Torres Strait Islander employees, data from the 2016 Workforce Profile shows that headcount has steadily increased over the past 10 years from 1.9% of the public sector workforce to 3.1% in 2016, although the challenge of representation across all salary levels remains. 52% of agencies now report developed or highly developed practices to invest in Aboriginal and/or Torres Strait Islander employee development, up from 36% in 2015. This perhaps reflects the Premier's Priority to drive public sector diversity, and the large proportion of agencies setting diversity and inclusion goals for this sector of the workforce.

Analysis across the range of diversity practices relating to Aboriginal and/or Torres Strait Islander employment found a similar trend to that for employees with disability. Agencies reporting developed or highly developed diversity and inclusion practices also tended to report a higher headcount of Aboriginal and/or Torres Strait Islander employees. Agencies reporting developed or highly developed practices for providing mentoring and coaching for Aboriginal and/or Torres Strait Islander employees, also tended to have higher rates of agreement with the PMES question 'I am satisfied with the opportunities available for career development in my organisation' from their Aboriginal and/or Torres Strait Islander employees than the rest of the sector.

5.2 Progress in gender representation is positive

Unfortunately, the small sample size of agencies providing data on their gender diversity practices prevented a comparison with headcount.

However, other data collected provides a useful benchmark on progress in raising the representation of women at executive level, which is also a goal within the Premier's Priority¹. Agencies were asked to report against the same data points used by the federal Workplace Gender Equality Agency (WGEA) in its annual census collection of private and not-for-profit companies of more than 100 employees.

Comparing the two data sets shows the NSW public sector is performing better than other sectors nationally:

Figure 5.1: Percentage of women at each executive level, NSW public sector vs WGEA reporting companies

	Agency head/local CEO	Direct reports to head/CEO* (Level 2)	Direct reports to Level 2*
NSW public sector agencies	22%	41%	43%
WGEA companies (all companies >100 employees, excl. government)	16%	29%	36%

**Note excludes non-executive roles such as executive support officers. Source: Agency Survey, Workforce Gender Equality Agency Data Explorer 2015-16.*

¹ Premier's Priority for building public sector diversity sets a goal of 50% of senior leadership to be women by 2025, across the government sector. The goal does not apply to individual agencies but to the government sector as a whole. The data in Figure 5.1 should not be used to measure progress against the Priority, as different leadership definitions apply.

Agencies were also asked to report on whether their workforce planning had indicated a need for incremental targets to meet the Premier’s Priority for women in senior leadership. The responses were then analysed by each agency’s headcount of women in senior leadership.

Caution is required when interpreting results reported as a percentage. For small agencies, the percentages can be easily skewed by one person starting or leaving. The survey’s timing must also be considered, as it does not necessarily correlate with workforce planning cycles. However, it would be useful to understand which alternative measures that agencies not using targets may have in place to contribute to the Priority goal.

Figure 5.2: Agency target setting compared to gender headcount at leadership level

Has workforce planning shown a requirement for incremental gender targets at senior leadership levels to meet the Premier’s Priority?	No. of agencies with less than 40% women at senior leadership level	No. of agencies with 40-50% women at senior leadership level	No. of agencies with more than 50% women at senior leadership level
Incremental target/s have been set, workforce planning completed	11	1	1
Target/s not required, workforce planning completed	6	4	17
Incremental targets have not been established but workforce planning for determining targets has commenced	8	5	3
No targets have been established and workforce planning for determining targets has not occurred	14	4	6
Not applicable	3	2	0

Source: Agency Survey 2016, NSW Workforce Profile 2016

5.3 Monitoring diversity progress

Agency responses on how they monitor diversity provide insight into how progress on promoting women in leadership could be sharpened further. While most agencies monitor current representation in the data (89%) and their recruitment results (57%), fewer monitor their data relating to staff turnover (45%) or the diversity of the job applications they receive (37%).

Analysis from I work for NSW, the NSW government e-recruitment portal, shows that in 2016, women in the sector were less than half as likely as men to apply for senior executive roles. This suggests that increasing an understanding of the drivers required to attract female leadership talent, and measuring progress in attracting diverse talent, could contribute to Priority goal achievement.

6 Agency size has an impact on organisational practice maturity

Throughout this report, it has been noted where segmenting the results by agency size has provided additional insight into trends. An overall trend is that while there was a reliable link between agency size and its organisational practice maturity levels, this effect is much weaker in workforce management practices, while noting many of these practices are still at an early stage of development. Although it would be reasonable to expect larger agencies to have more developed practices given their scale, and this is often the case, this does not necessarily follow through to a better achievement of outcomes; specifically in the area of customer service. The relationship of agency size and practice maturity is explored in further detail in this section.

6.1 Agency size as an influence on practice maturity

As agencies grow larger in headcount, practices in these areas typically become more mature:

- **Change management practices**, where maturity steadily increases in line with agency size classification.
- **Productivity and innovation**, where the effect is the same as for change management practices; maturity increases in line with agency size.
- **Customer service** practice maturity and the likelihood of **setting key performance indicators for customer service**, both of which were more likely the larger the agency. Note this only applied to agencies providing government-to-individual services, or government-to-government *and* government-to-individual services. Other agencies did not reply to this question set.
- **Technology as a means to fill organisational capability gaps**. This effect varied slightly, with either very small or very large agencies favouring it, particularly local health districts.

6.2 Where size does not appear to influence the maturity of practices

Size does not appear to influence the development level of these (primarily workforce management-oriented) practices:

- Integration of workforce planning into strategy
- Recruitment: no impact on average reported recruitment experience of agency size, although small and medium-sized agencies seem slightly more likely to have positive experiences
- Maturity of talent management strategies (other than all very large agencies reporting at least basic levels of strategy implementation). There was a slight pattern in which priorities that agencies chose when segmenting by size: see the section on talent management earlier in this report.

That said, many aspects of these areas were generally at an earlier stage of implementation than the organisational management areas above; indicating practice maturity in the sector was generally low.

6.3 Agency size influences customer service practices, but not outcomes

As discussed above, analysis found that maturity in customer service practices increased directly with agency size and the likelihood of having customer satisfaction targets in place. This follows, given that most of the large or very large agencies are public-facing (e.g. those in transport, emergency services, health or education).

Survey results found moderate levels of maturity in practices to improve customer service, with higher reported maturity in areas such as complaints handling. The 2016 Whole-of-Government Customer Satisfaction Measure, which asks business and private consumer to rate their experiences interacting with NSW Government services, found there is a link between a customer's perception of how their complaint was handled, and their overall customer satisfaction (with customers happy about their complaint resolution having higher customer satisfaction than the average). This finding supports further development in these practices.

Most agencies also reported developed or highly developed practices for using customer insights to drive process design. This is reflected in the latest NSW Customer Satisfaction Measure, which found that almost all process-related areas measured experienced statistically significant increases from both individual consumers and businesses. 60% of agencies reported maturity in their practices to use feedback from customers to identify workforce capability gaps, an area that could flow through, if enhanced, to customer satisfaction for employee-attributed elements of government service.

However, the trend of customer service practice maturity improving as agency size increases does not appear to flow through to successfully achieving customer service targets for the agencies setting them. Large agencies, which had the second-highest level of maturity in customer service practices, reported that they were only meeting or exceeding their customer service targets 54.5% of the time compared with medium and small agencies. Small agencies appear to have the most success in meeting or exceeding targets, based on the self-assessments provided. The survey did not assess the nature or ambition of the targets set.

In service delivery, with the exception of sales channel evaluation (i.e. regular review of digital, face-to-face or third party service delivery), the majority of agencies of any size report developed or highly developed practices in service delivery. 81% of agencies across the sector report they are meeting or exceeding service delivery targets.

7 Maturity in future capability planning links to maturity in other workforce management areas

While individual practices have been the focus so far, examining the survey results more holistically also provides an interesting insight: that agencies assessing themselves as developed or highly developed ('mature') in either their organisational capability planning (question 1) and/or workforce capability and role planning practices for the next three years or more (question 42b) also reported higher rates of developed or highly developed practices in a wide range of other practices, indicating a higher overall rate of maturity. The link was especially clear in the following practices:

- capability development in leadership
- collaboration
- customer service optimisation and service delivery improvement
- change management, productivity and innovation
- talent management and mobility, particularly identifying high-potential/high-performance and maturity of overall talent management strategy
- recruitment
- performance management, particularly use of its data to apply to other areas
- diversity practices in areas such as Aboriginal and/or Torres Strait Islander employment inclusion practices.

In other words, mature future capability planning practices reliably indicated mature practices in a wide range of other areas, irrespective of agency size. By allocating a score against each maturity rating level, it was found these agencies were often up to 20 percentage points ahead of the rest of the sector in a number of these key areas.

This is a useful insight when compared to the 2016 *People Matter Employee Survey* key driver analysis, which identified the themes in the results that were particularly influential on the overall engagement index score. It identified many of these themes had a significant impact on levels of engagement across the sector, specifically cooperation and collaboration, confidence in the capability of others (related to recruitment), innovation and improvement, change management and performance development. Of course, individual agencies and clusters have their own unique mix of engagement drivers, and examining these more thoroughly could provide useful insight for agencies setting their next tranche of capability building initiatives.

Appendix A: How to read this report

How many agencies participated

This survey refers to agency responses to the survey, which was open from 1-22 July 2016 (contained in **Appendix C**). Agencies responding to this survey could be a Department, an executive agency related to a Department, or a separate public sector agency.

Response rates were as follows:

	2016	2015	2014
No. of responses (compulsory participation)	89 of 89	99 of 99	103 of 106
No. of responses (voluntary participation)*	3 of 4	6 of 16	6 of 15
Percentage of compulsory participants responding	100%	100%	97%

**Note that State-owned Corporations such as water or energy utilities did not participate in 2016, hence the change in numbers for voluntary participants.*

How agencies responded

Many of the survey questions used a maturity-rating scale, where agencies rated the extent of implementation or development for a practice, process or strategy using the scale below. Agencies were encouraged to adapt the scale to their individual context when formulating their ratings:

Not implemented	No responsibility/not applicable	Full responsibility for this rests with the department, not the agency. Responses were excluded from percentage calculations.
	Not recognised	Not in place, the need is not recognised, no implementation has occurred.
	Recognised	Not yet in place, although the need is recognised, with implementation either planned or commenced.
Implemented	Basic	Basic implementation. For example, used irregularly or only in a few relevant parts of an agency, loosely integrated with other practices, low-level monitoring or review, and/or the overall benefit is small.
	Developed	Established implementation. For example, used regularly or in most relevant parts of an agency, partially integrated with other practices, moderate depth of monitoring or review, and/or the overall benefit is adequate.
	Highly developed	Well-established implementation. For example, used frequently or across all relevant parts of an agency, well integrated with other practices, rigorous monitoring or review, and/or the overall benefit is substantial.

This report focuses primarily on developed or highly developed ratings, which are considered an indication of ‘maturity’ in a practice, process or strategy.

Other questions required single or multiple responses to questions on issues such as which solutions were in place, what challenges were typical; or required agencies to rank priorities.

See **Appendix B** for the full results for all questions. **Appendix C** reproduces a full copy of the survey instrument.

How agency size is classified

As analysis segmented by agency size provides insight into some areas of practice, agencies were classified into size groupings based on their employee headcount at 30 June 2016:

Agency employee headcount	Size classification	No. of agencies in this category
< 100	Very small	19
100 - 499	Small	26
500 - 4,999	Medium	25
5,000 - 10,000	Large	11
> 10,000	Very large	11

Source: NSW Workforce Profile 2016

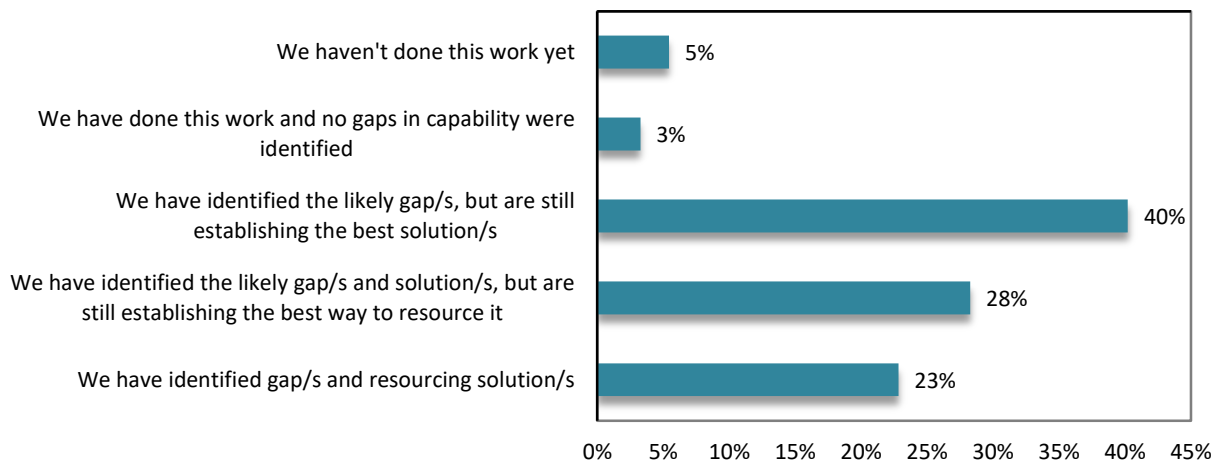
Appendix B: Full results

Note that results are not shown for questions where a total score is not meaningful (for example, where a headcount is requested, or a percentage of a headcount).

Strategy and planning

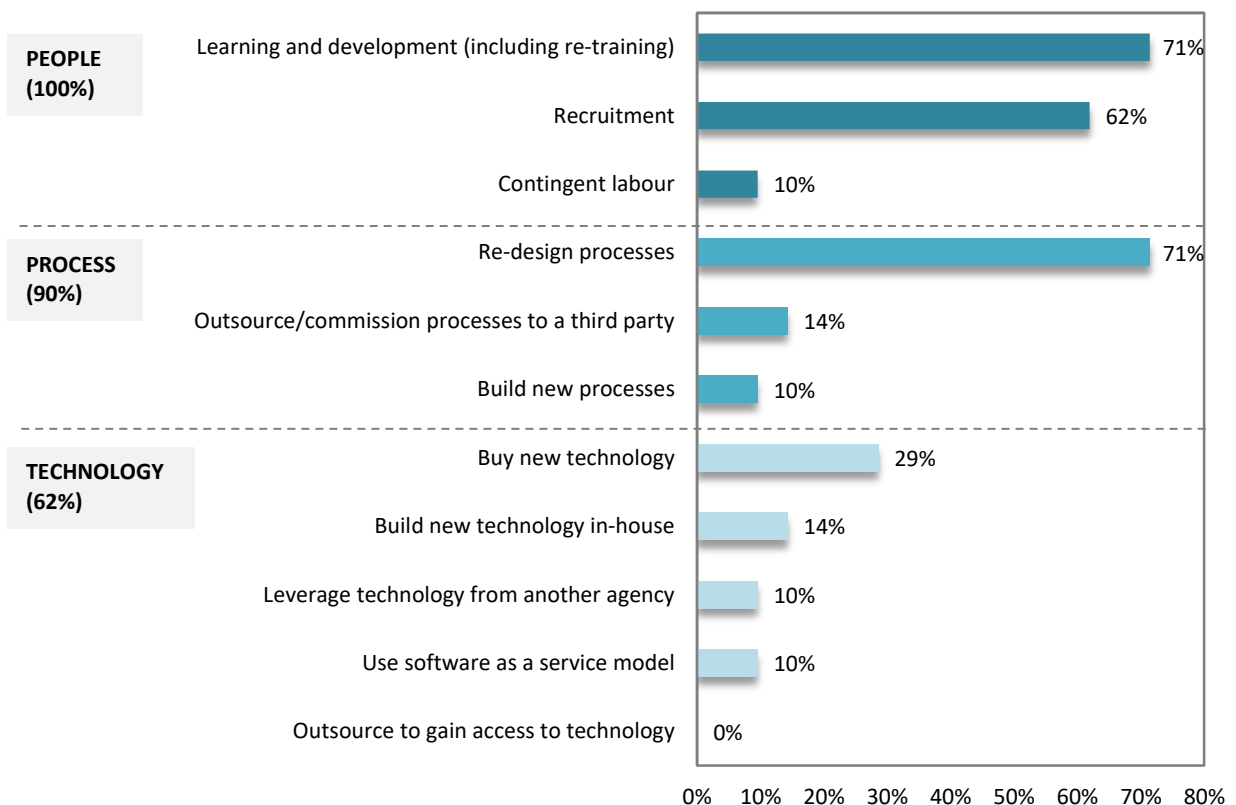
Q1. Has your agency planned the future organisational capability it will need to achieve its overall organisational strategy?

(n=92)



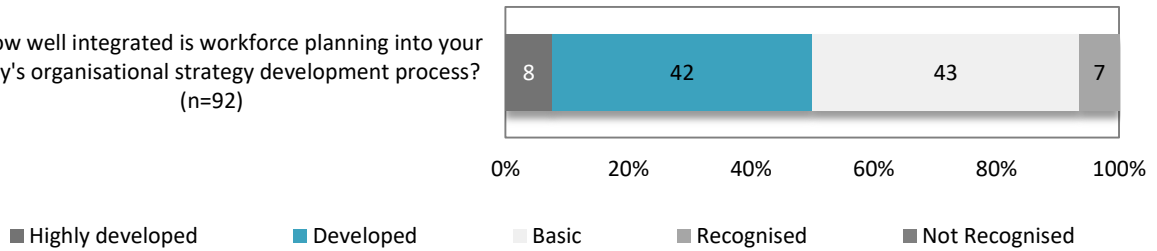
Q2. If your agency has identified the likely gap/s and resource solution/s, what are the primary means by which you will close the gap/s?

(Multiple Response, n=21)



Q3. How well integrated is workforce planning into your agency's organisational strategy development process?

q3. How well integrated is workforce planning into your agency's organisational strategy development process? (n=92)

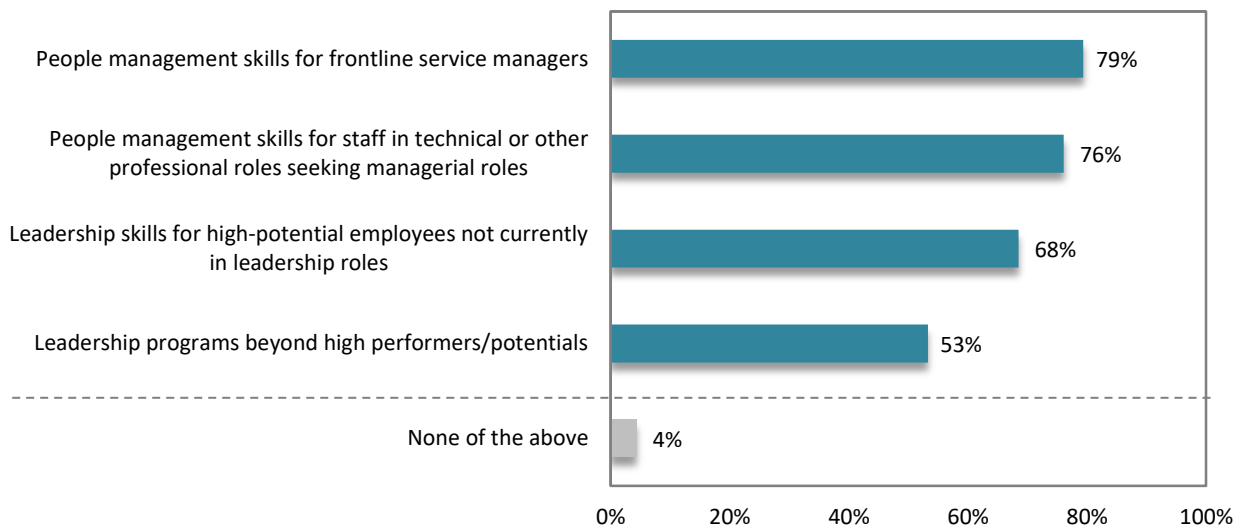


Drivers of culture

Building leadership quality

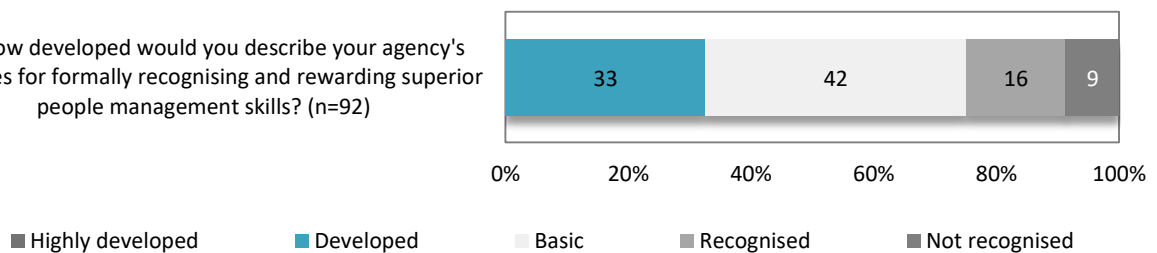
Q4. Does your agency provide any of the following learning and development for individuals (beyond sector-wide programs):

(Multiple Response, n=92)



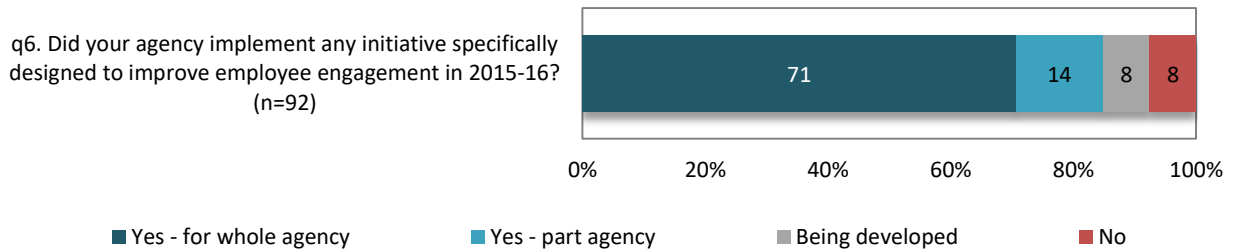
Q5. How developed would you describe your agency's practices for formally recognising and rewarding superior people management skills?

q5. How developed would you describe your agency's practices for formally recognising and rewarding superior people management skills? (n=92)



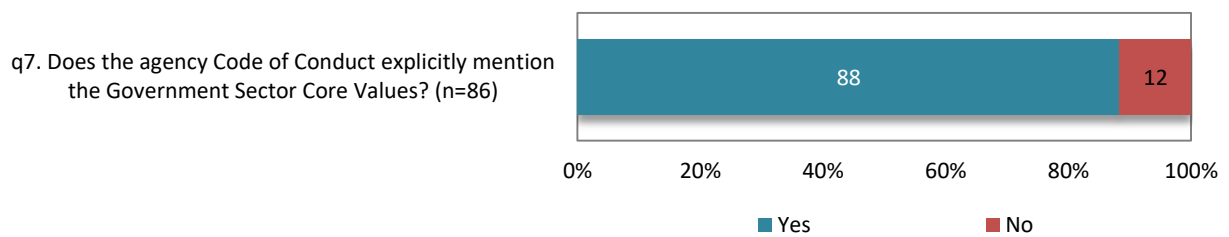
Employee engagement

Q6. Did your agency implement any initiative specifically designed to improve employee engagement in 2015-16?

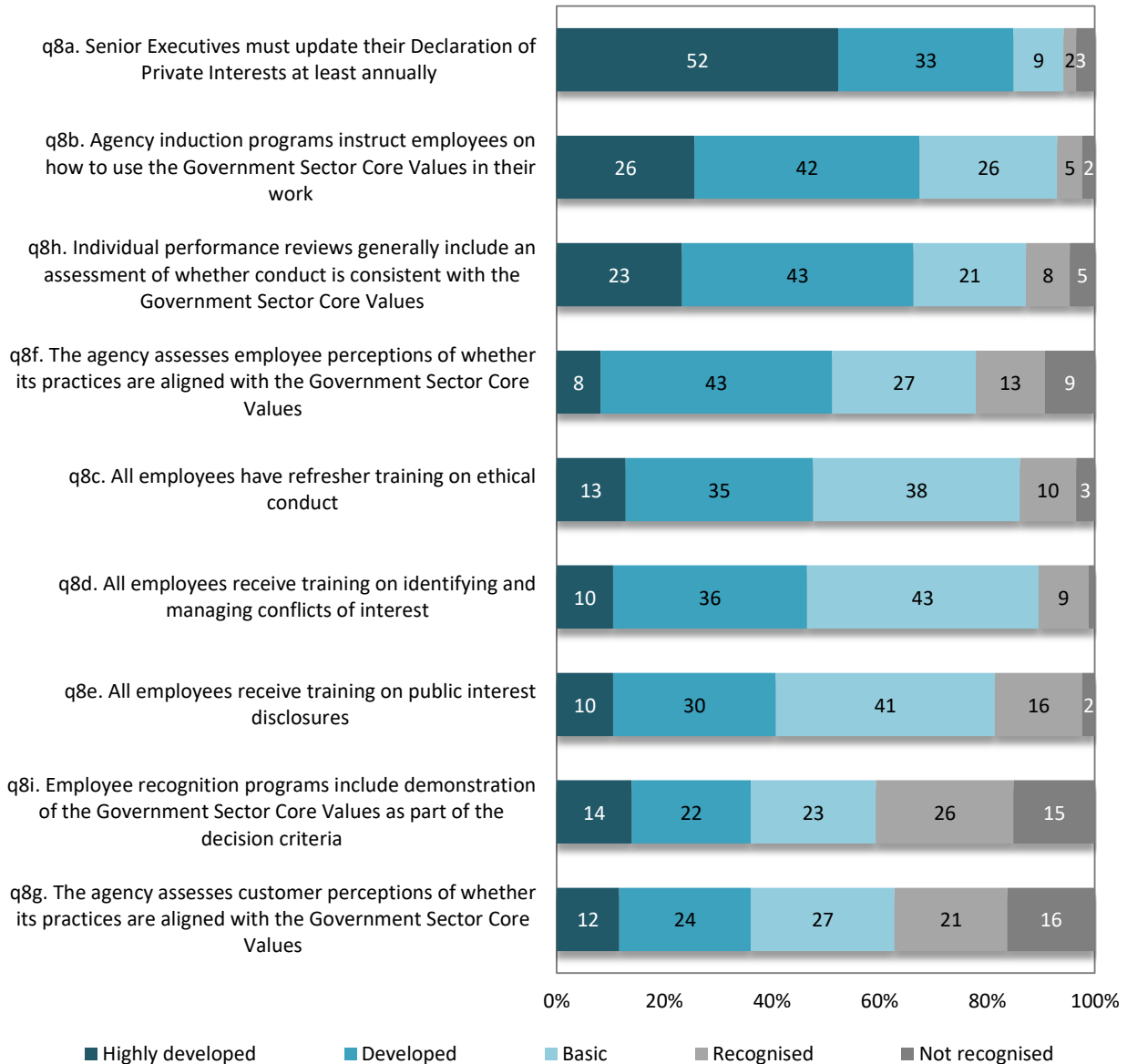


Values, ethics and conduct

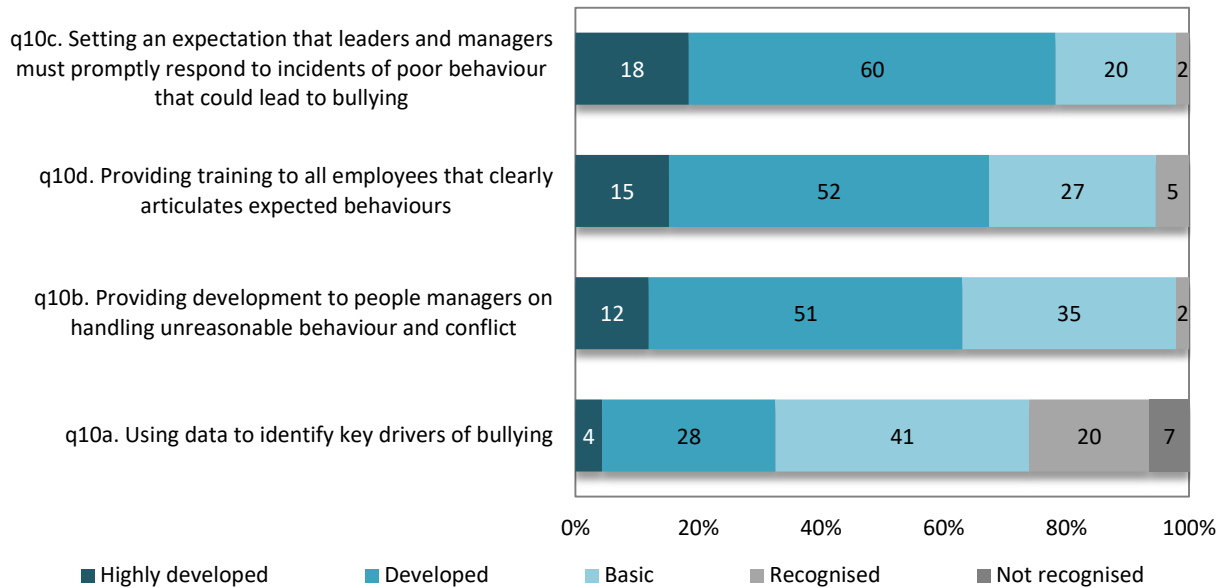
Q7. Does the agency Code of Conduct explicitly mention the Government Sector Core Values?



Q8. How would you describe your agency's maturity in aligning with the Government Sector Core Values for each of the following aspects?
(n=86)

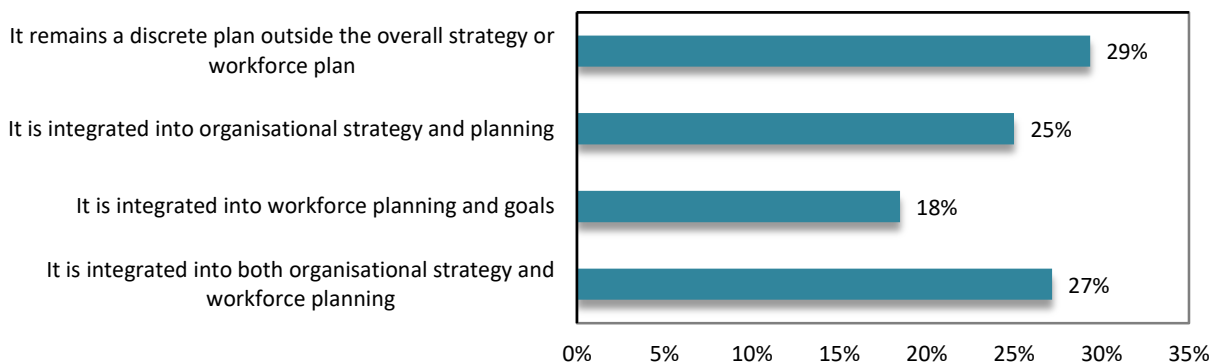


Q10. How would you describe your agency's implementation of the following bullying prevention initiatives:
(n=92)

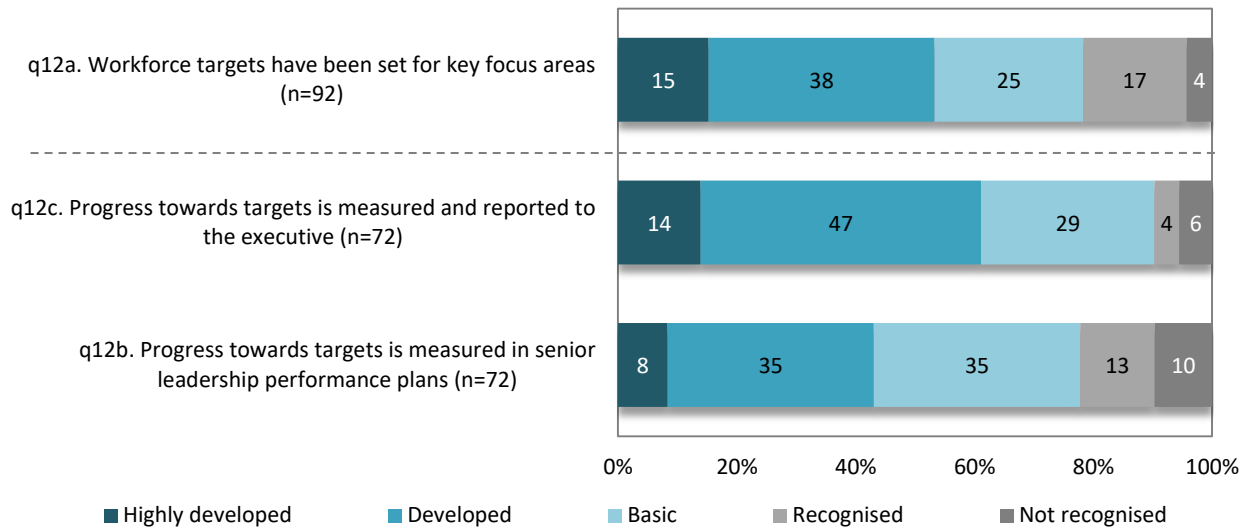


Diversity and inclusion

Q11. How is diversity and inclusion integrated into workforce planning in your agency? (n=92)

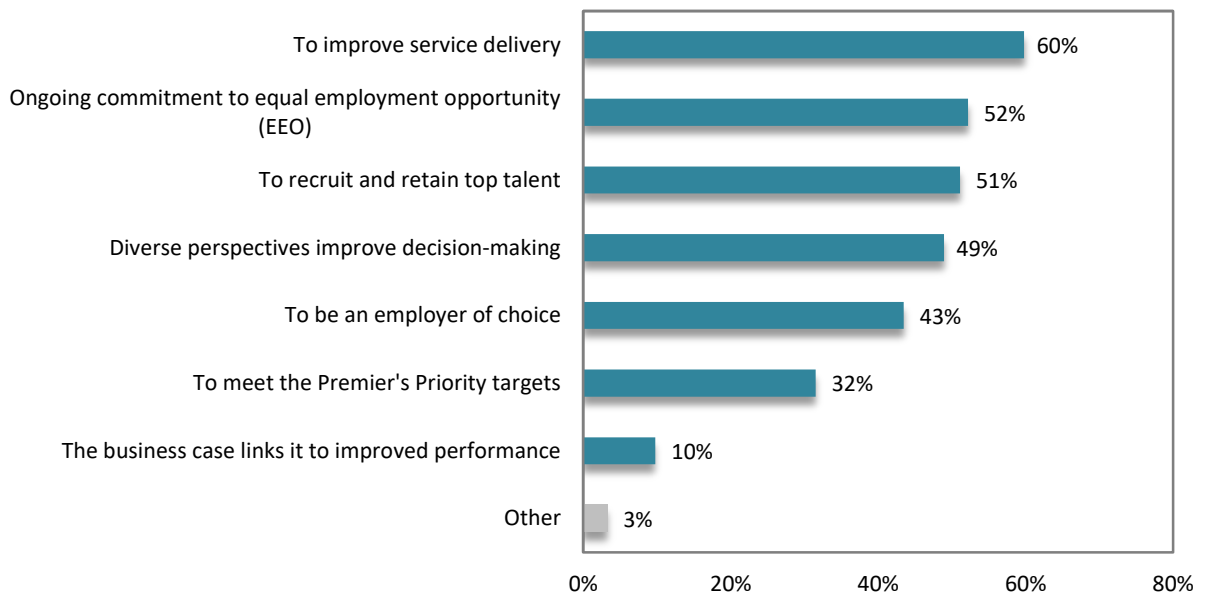


Q12. To what extent has your agency integrated the following diversity and inclusion metrics?



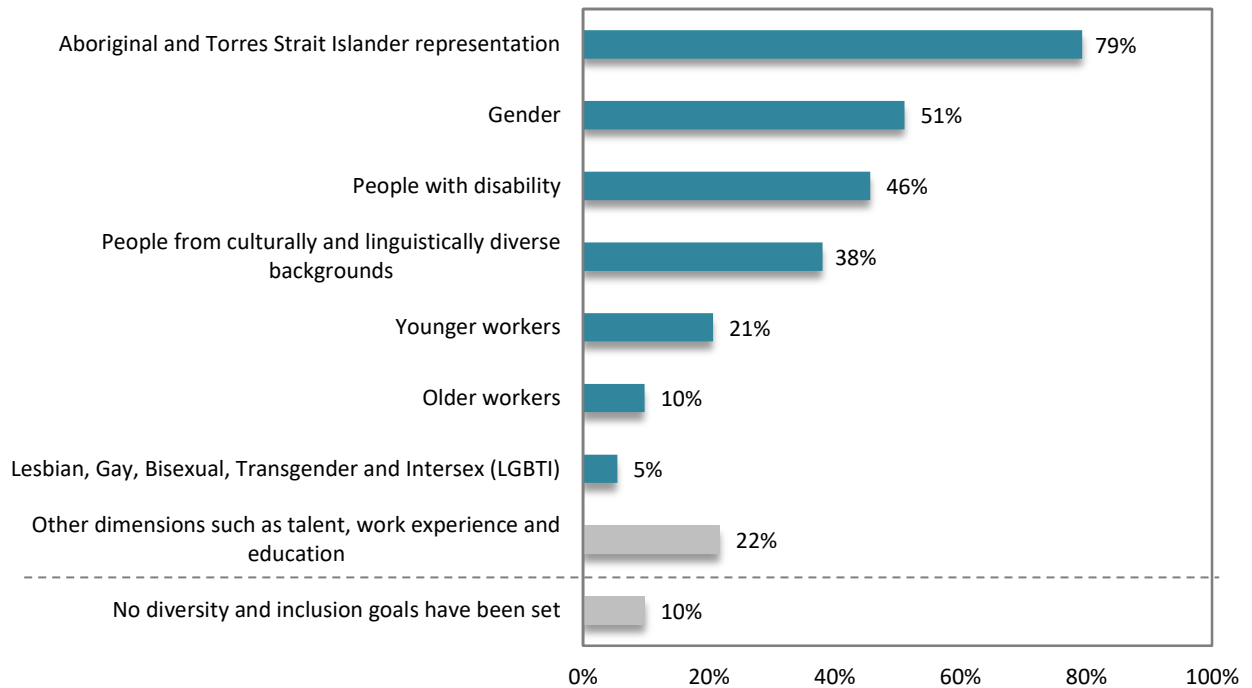
Q13. What are the top three drivers of your agency's commitment to diversity and inclusion?

(Multiple Response, n=92)



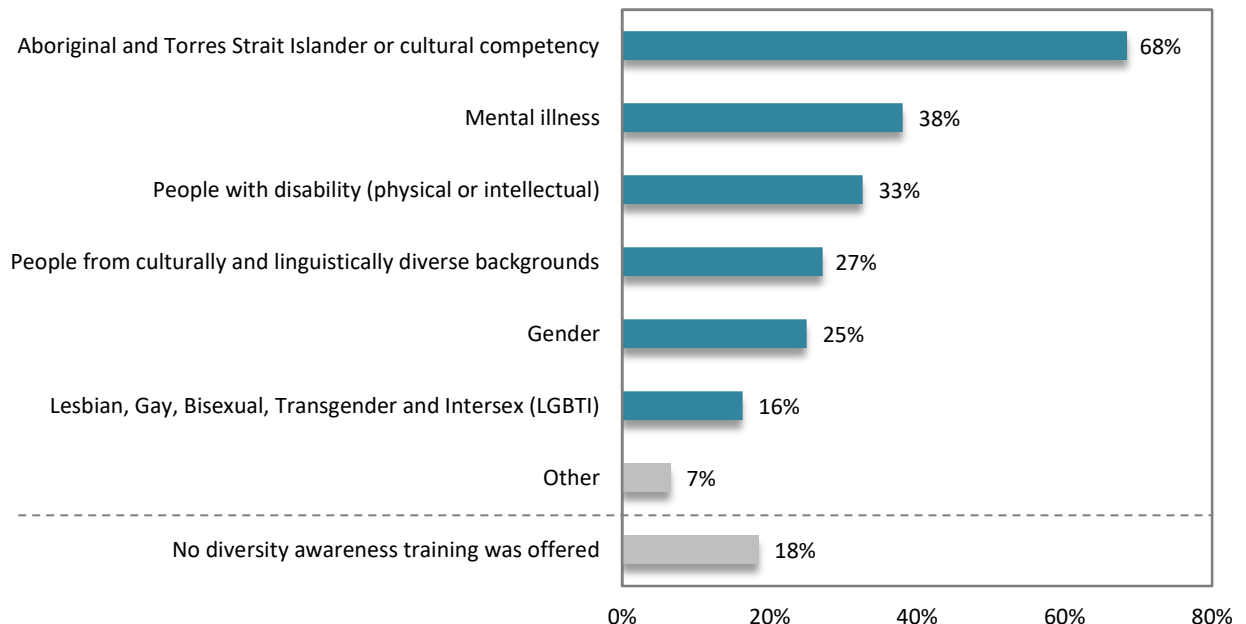
Q14. For which of the following groups has your agency set diversity and inclusion goals?

(Multiple Response, n=92)



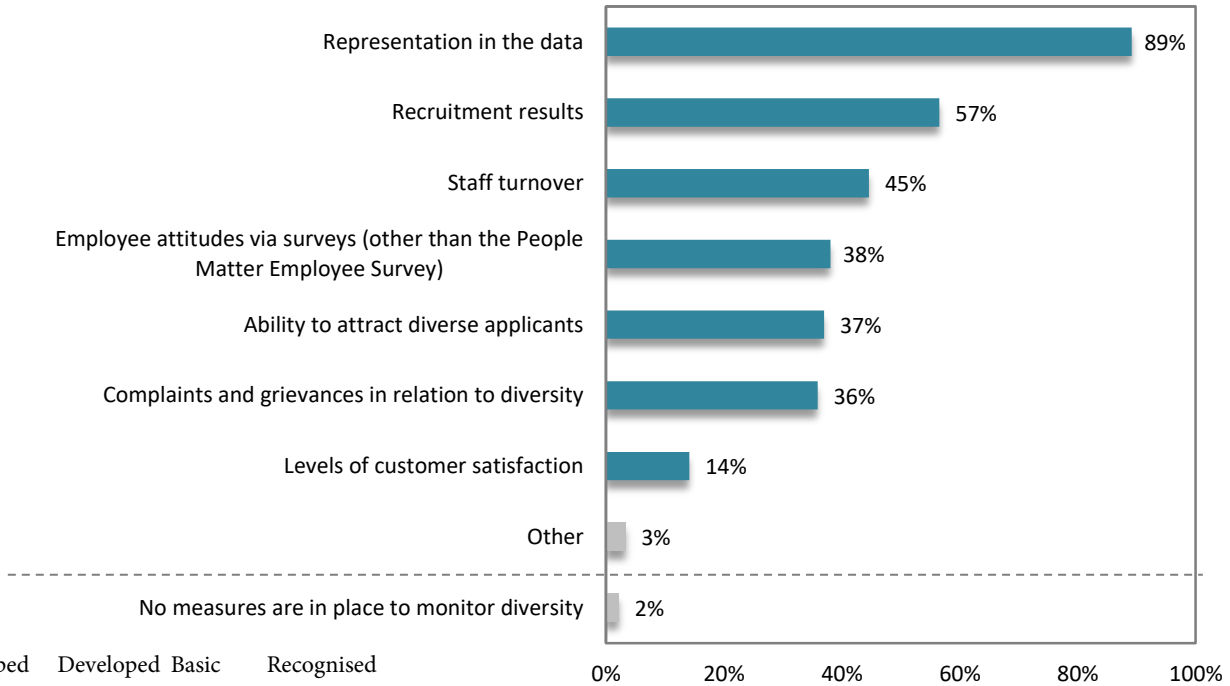
Q15. In 2015-16, did your agency offer any training to improve employees' awareness of diversity and inclusion issues for any of the following:

(Multiple Response, n=92)



Q16. Which of the following measures do you use to monitor diversity in your organisation?

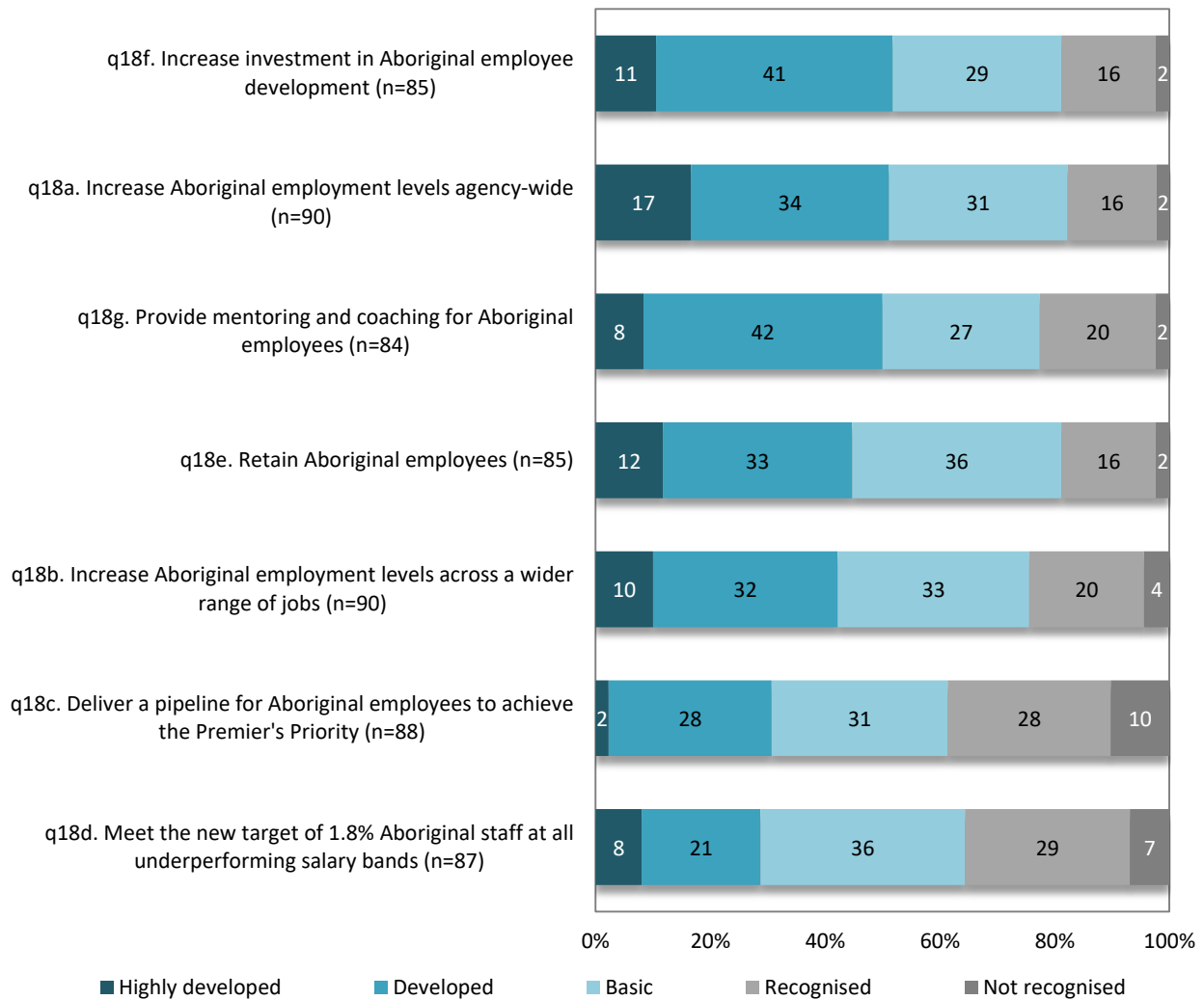
(Multiple Response, n=92)



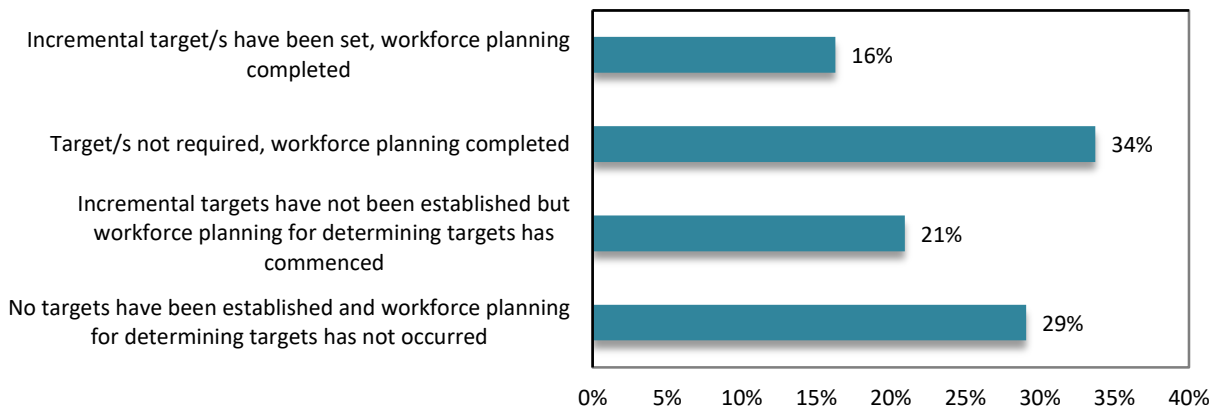
Q17. To what extent does your agency have the following in place for improving disability inclusion:



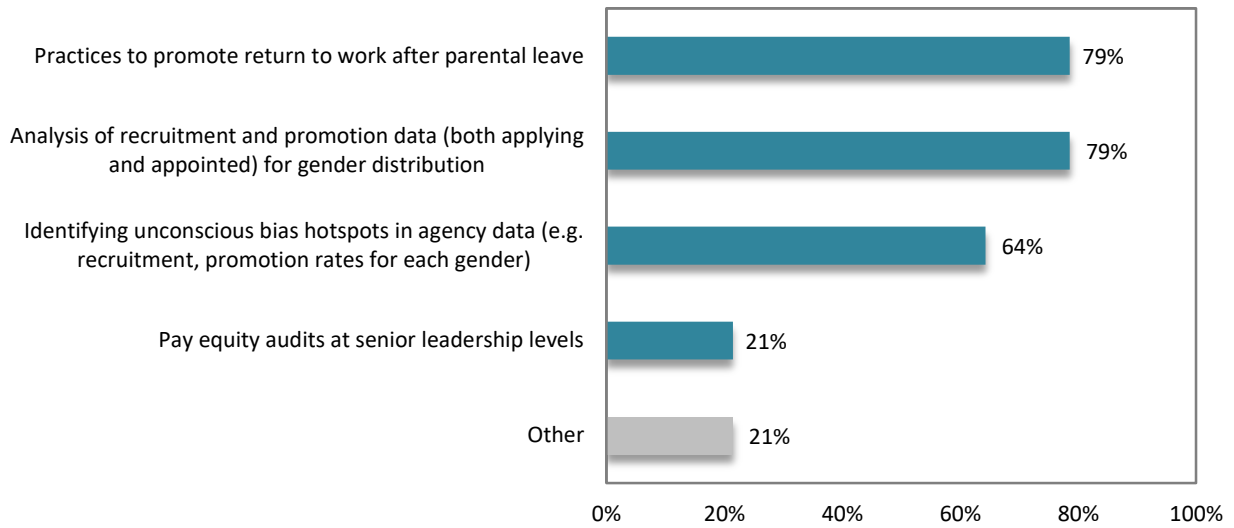
Q18. To what extent does your agency have processes and practices in place to:



Q21. Has workforce planning shown a requirement for incremental gender target/s at senior leadership levels to meet the Premier's Priority (of an aggregate sector target of 50% women at senior leadership levels by 2025)? (n=86)



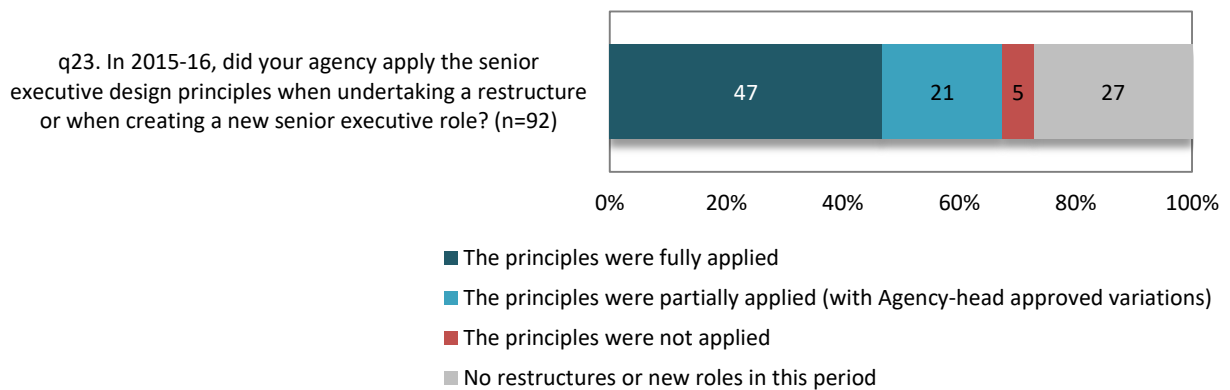
Q22. If your agency has set incremental gender targets to meet the Premier's Priority, which of the following practices are you using to achieve them?
 (Multiple Response, n=14)



Drivers of practice: workforce

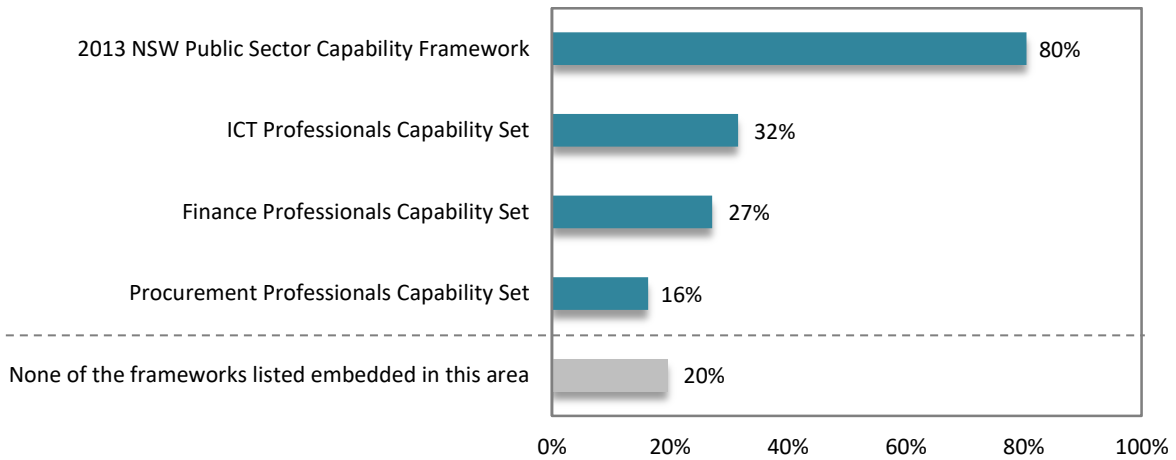
Human resources reform

Q23. In 2015-16, did your agency apply the senior executive design principles when undertaking a restructure or when creating a new senior executive role?

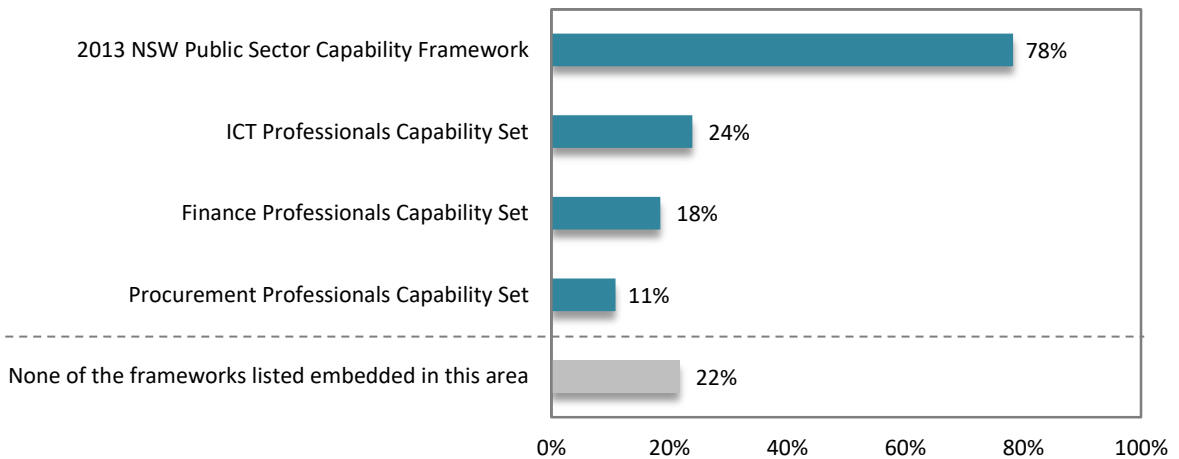


Capability framework use

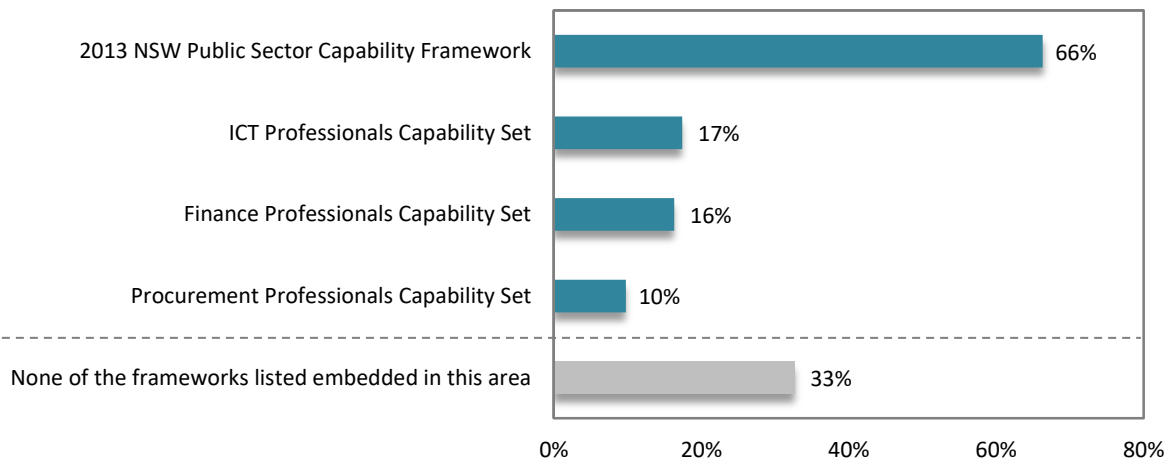
Q25a. Has your agency embedded the following capability frameworks into: Recruitment? (Multiple Response, n=92)



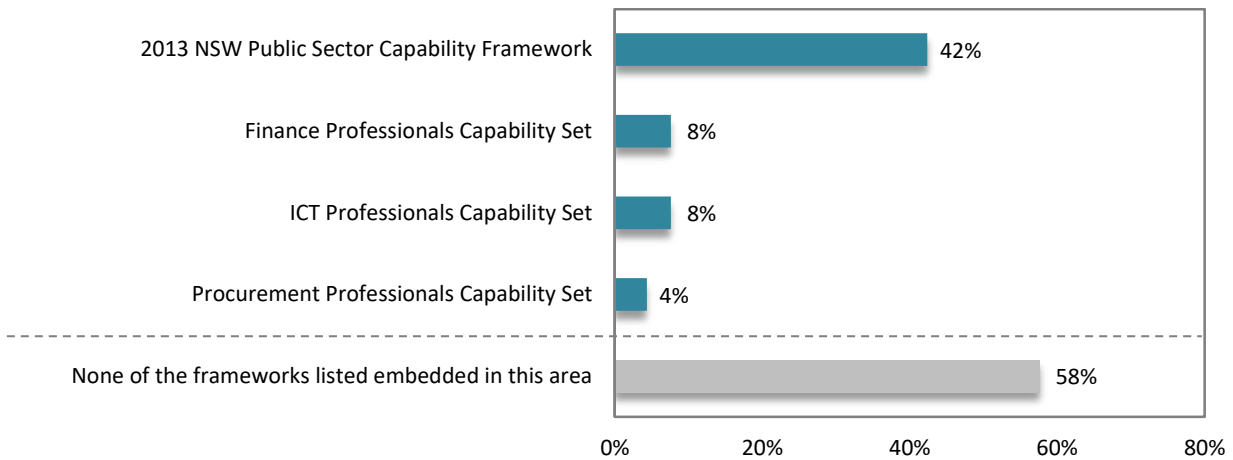
Q25b. Has your agency embedded the following capability frameworks into: Performance management? (Multiple Response, n=92)



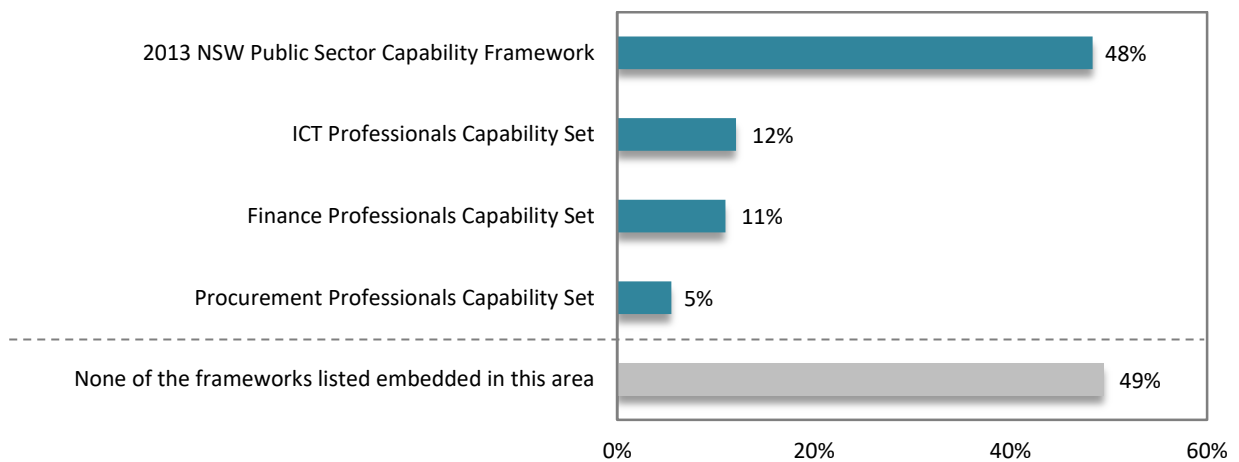
Q25c. Has your agency embedded the following capability frameworks into: Development planning? (Multiple Response, n=92)



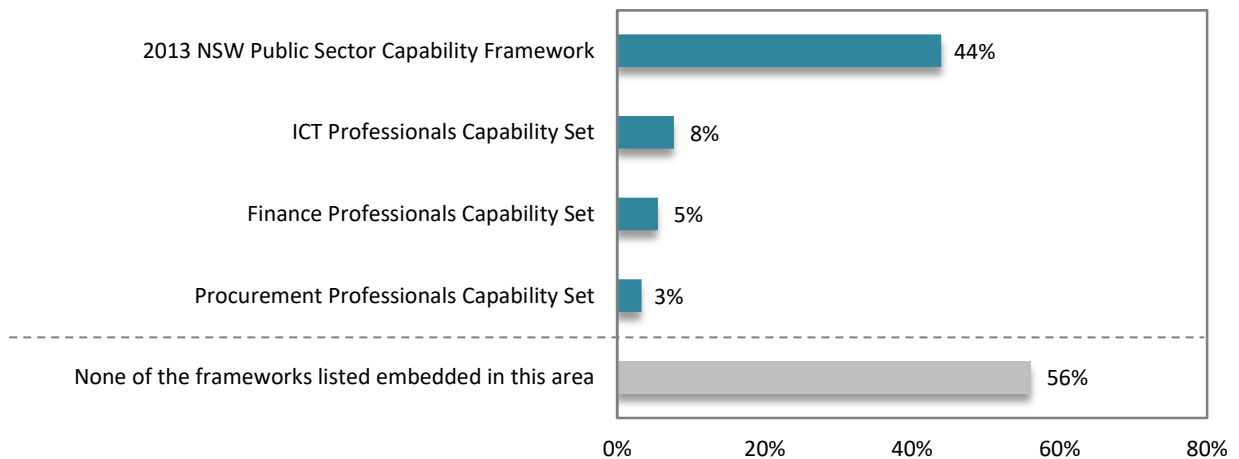
Q25d. Has your agency embedded the following capability frameworks into: Succession planning?
 (Multiple Response, n=92)



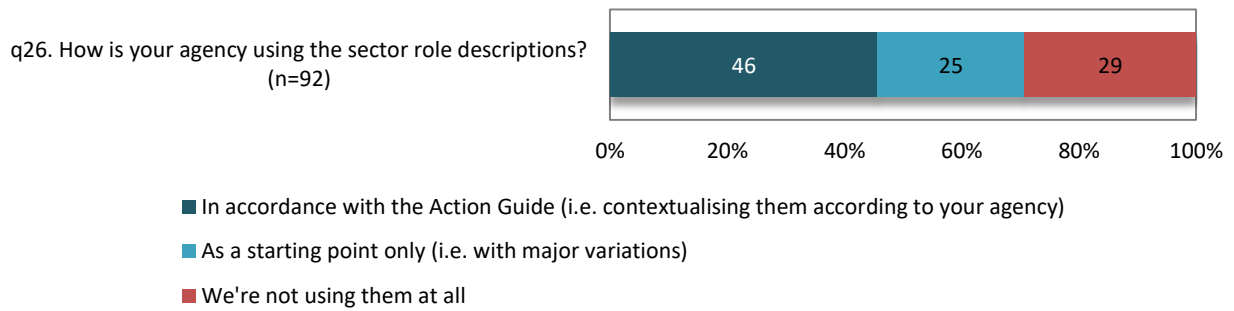
Q25e. Has your agency embedded the following capability frameworks into: Workforce planning?
 (Multiple Response, n=91)



Q25f. Has your agency embedded the following capability frameworks into: Mobility? (Multiple Response, n=91)

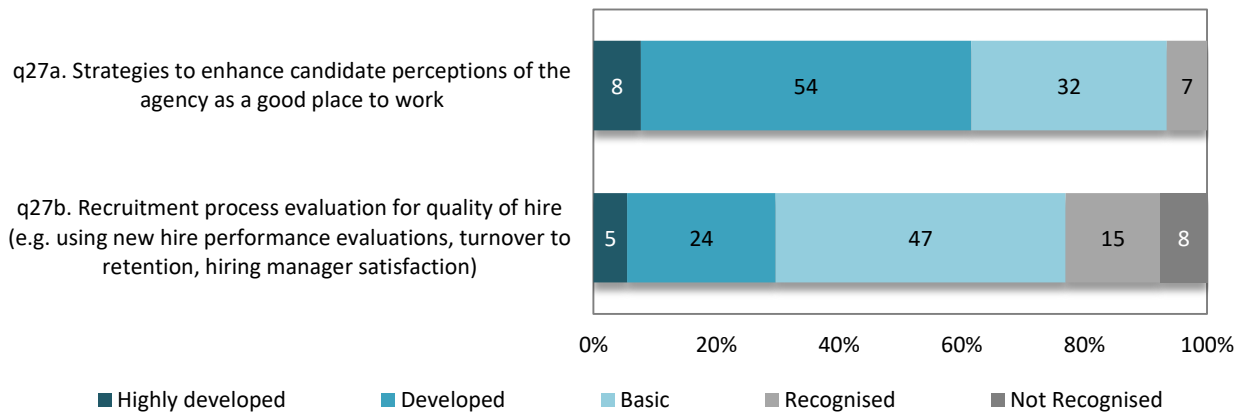


Q26. How is your agency using the sector role descriptions?

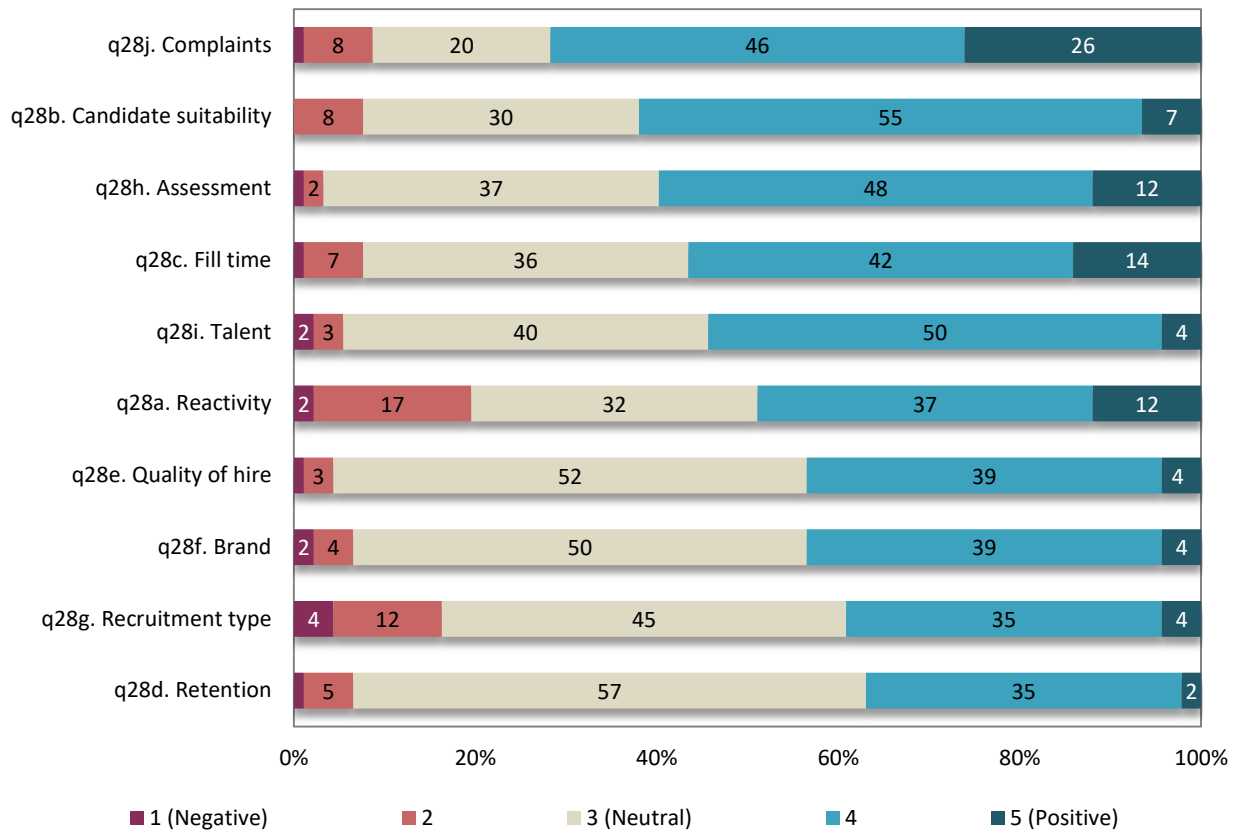


Capability-based recruitment

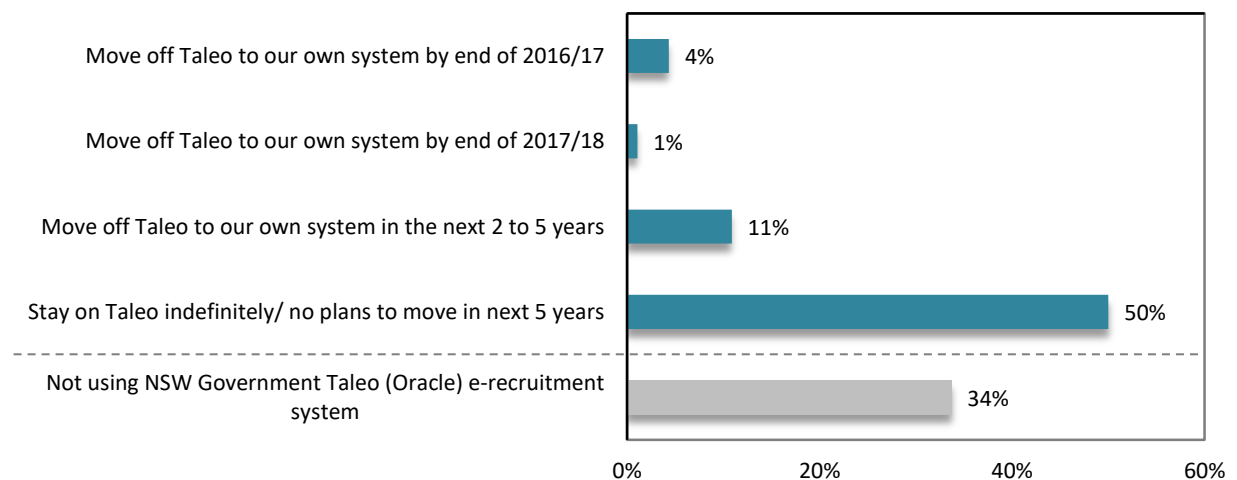
Q27. How would you describe your agency's maturity in implementing these recruitment strategies and processes: (n=91)



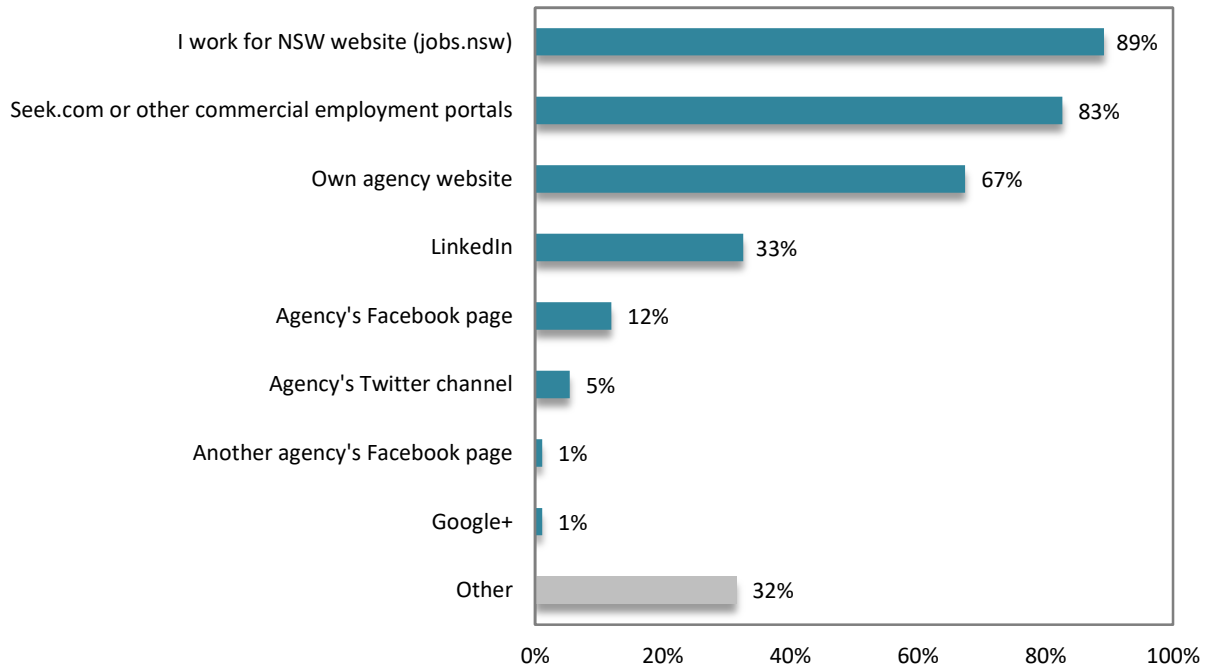
Q28. Please rate on a spectrum of 1 to 5 your organisation's recruitment experiences during 2015-16.
(n=92)



Q29. Which of the following best describes your agency's intention for its future use of the NSW Government Taleo (Oracle) e-recruitment system?
(n=92)

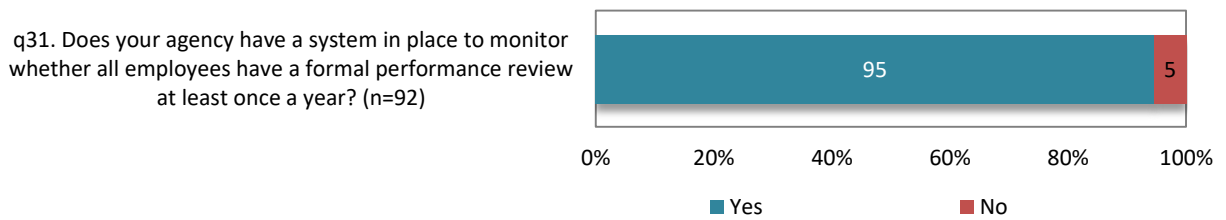


Q30. Which digital media channels does your agency regularly (at least 50% of the time) use to advertise roles?
 (Multiple Response, n=92)



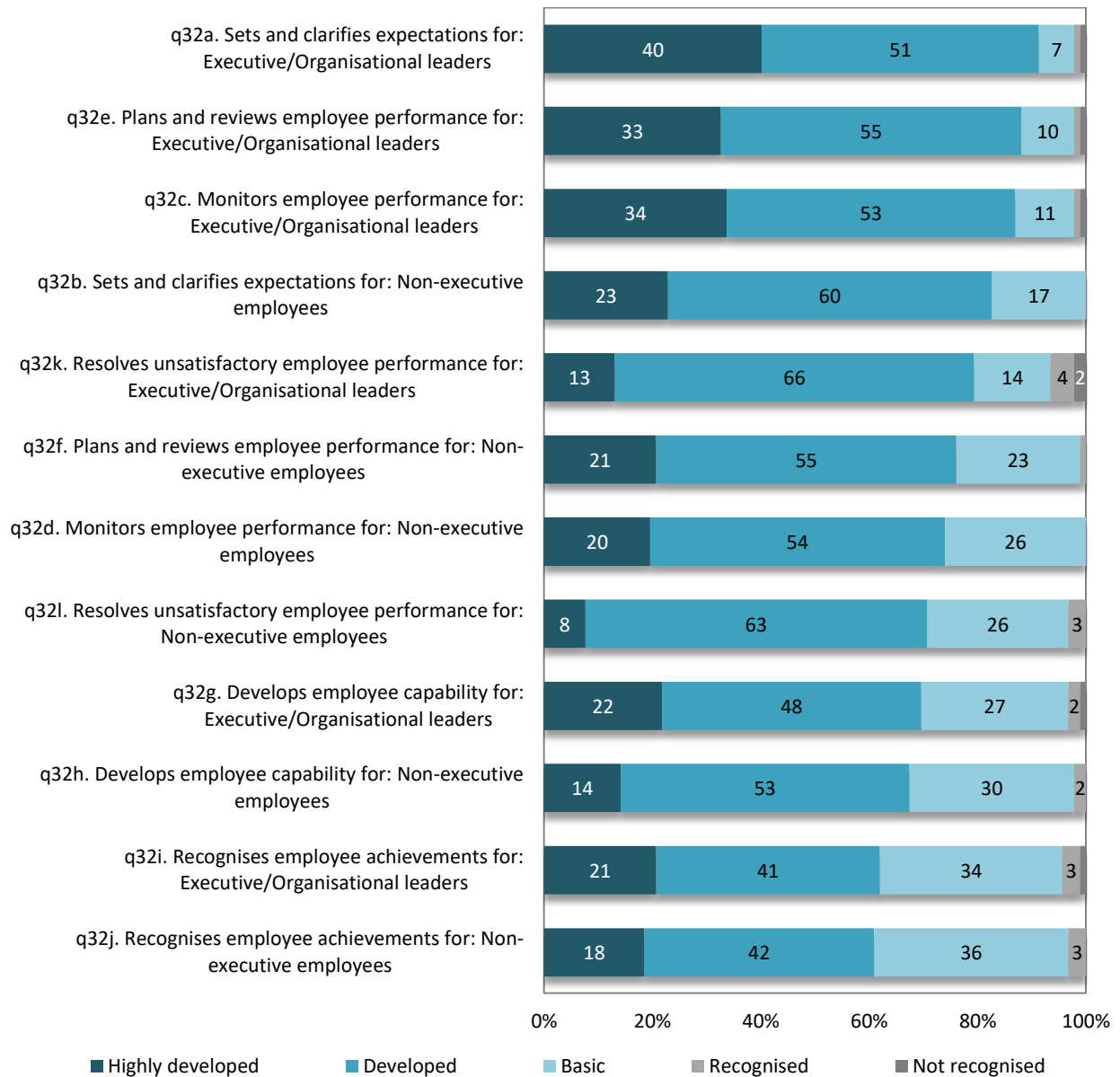
Effective performance management

Q31. Does your agency have a system in place to monitor whether all employees have a formal performance review at least once a year?

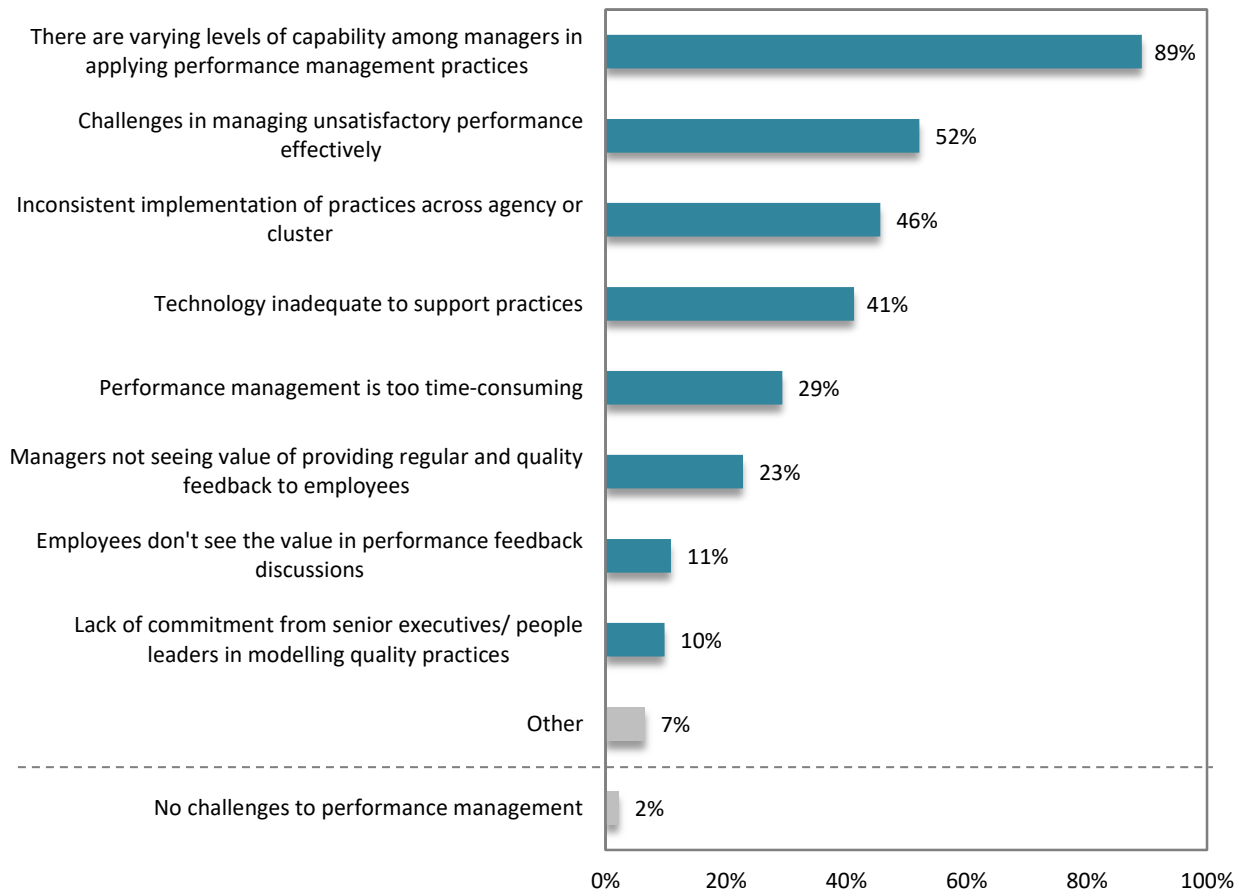


Q32. Using the NSW Public Sector Performance Development Framework as a benchmark, please rate the maturity level of your agency's performance management practices for each component:

(n=92)



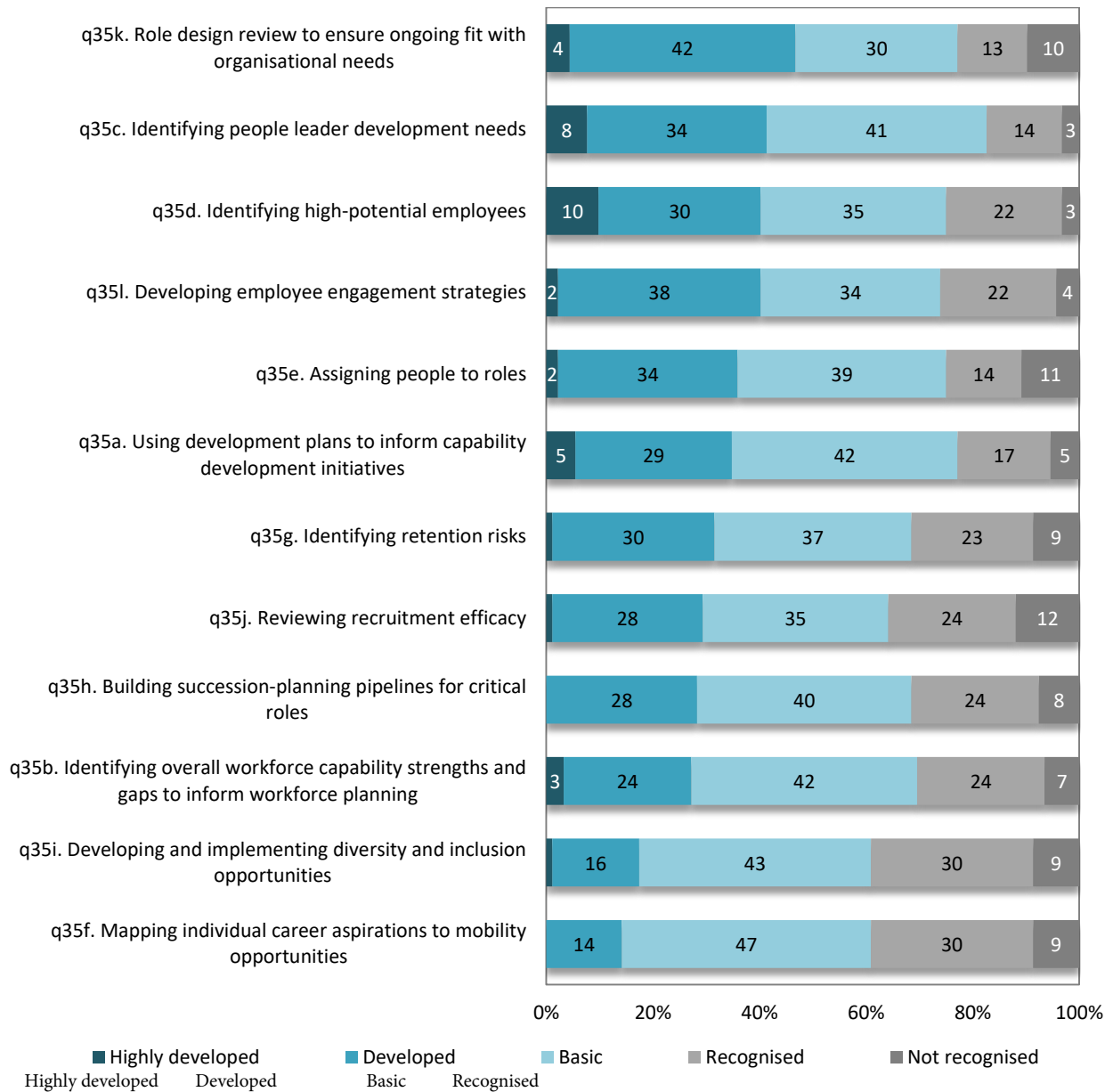
Q33. Is your agency currently facing any of the following challenges to performance management practices?
 (Multiple Response, n=92)



Q34. Is your agency building manager capability in performance management practices in any of these areas?
 (Multiple Response, n=92)

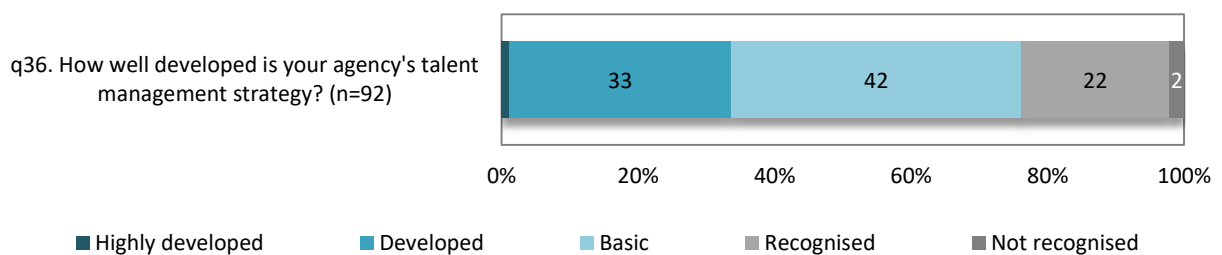


Q35. How would you describe your agency's maturity in using the data gathered from its performance management process to inform each of the areas below? (n=92)



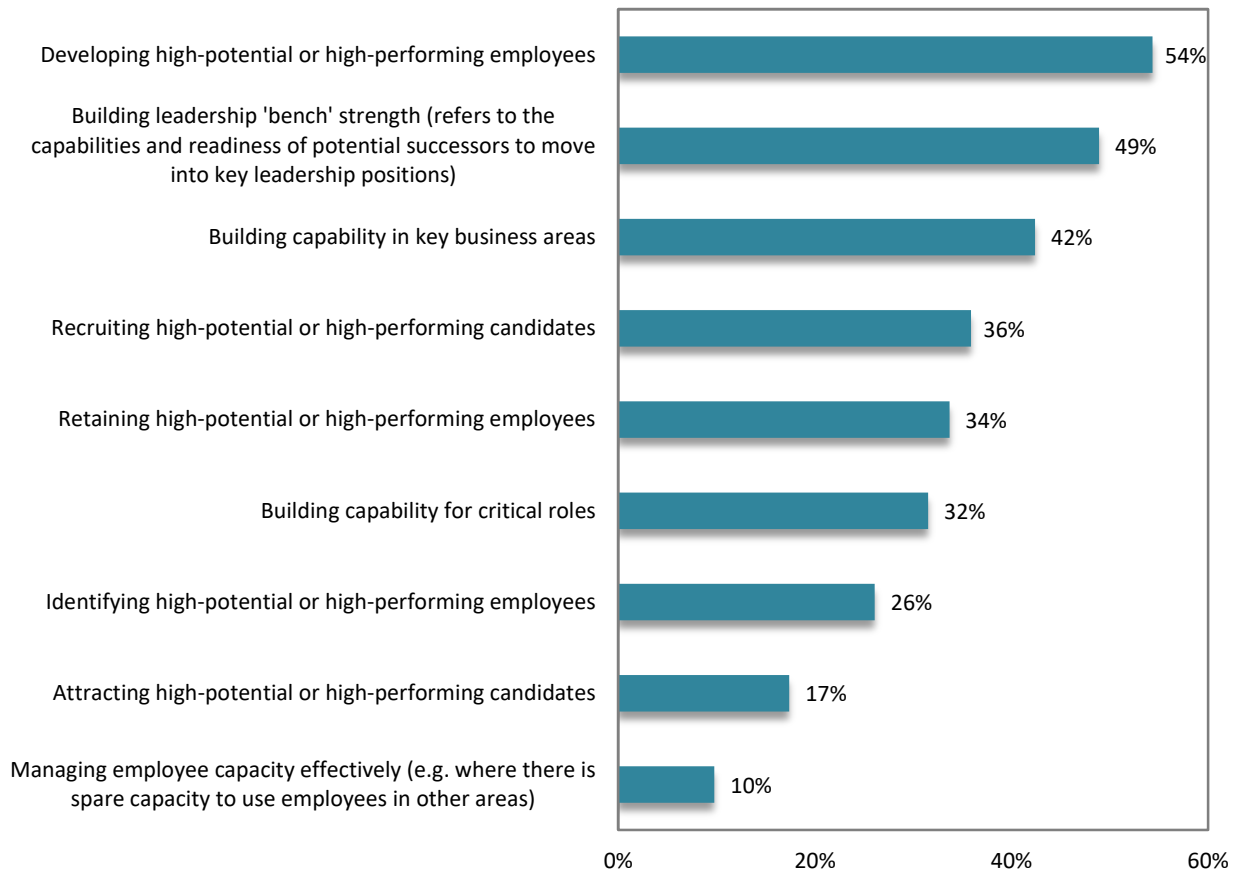
Talent management and mobility

Q36. How well developed is your agency's talent management strategy? (n=92)

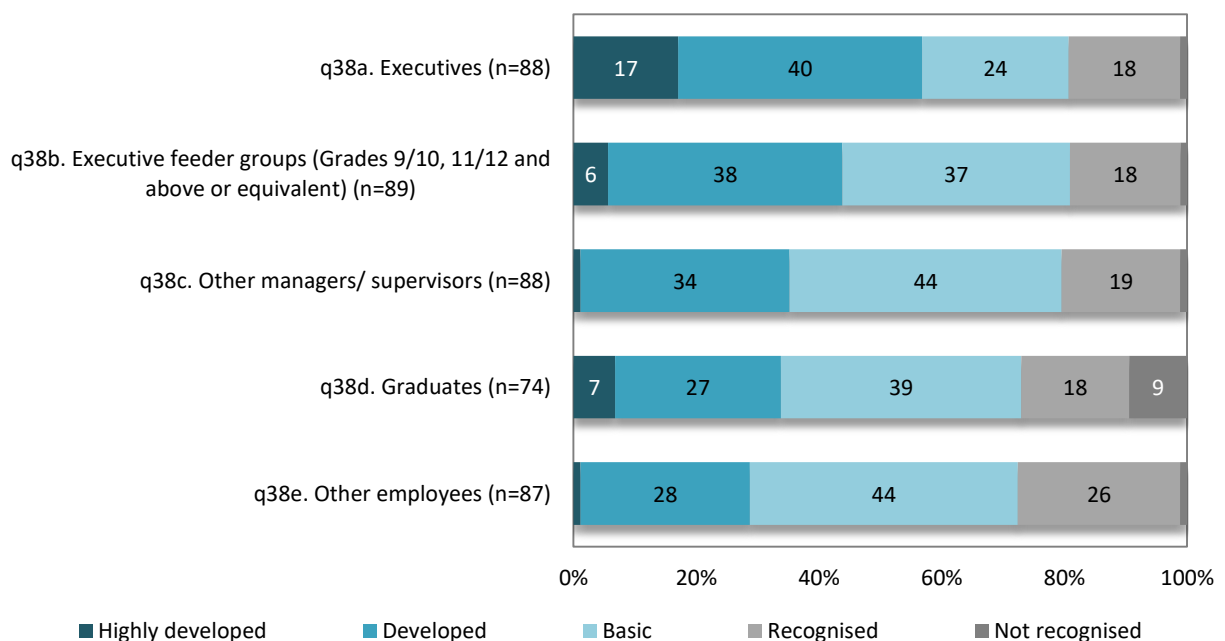


Q37. Talent management strategy priorities for your agency

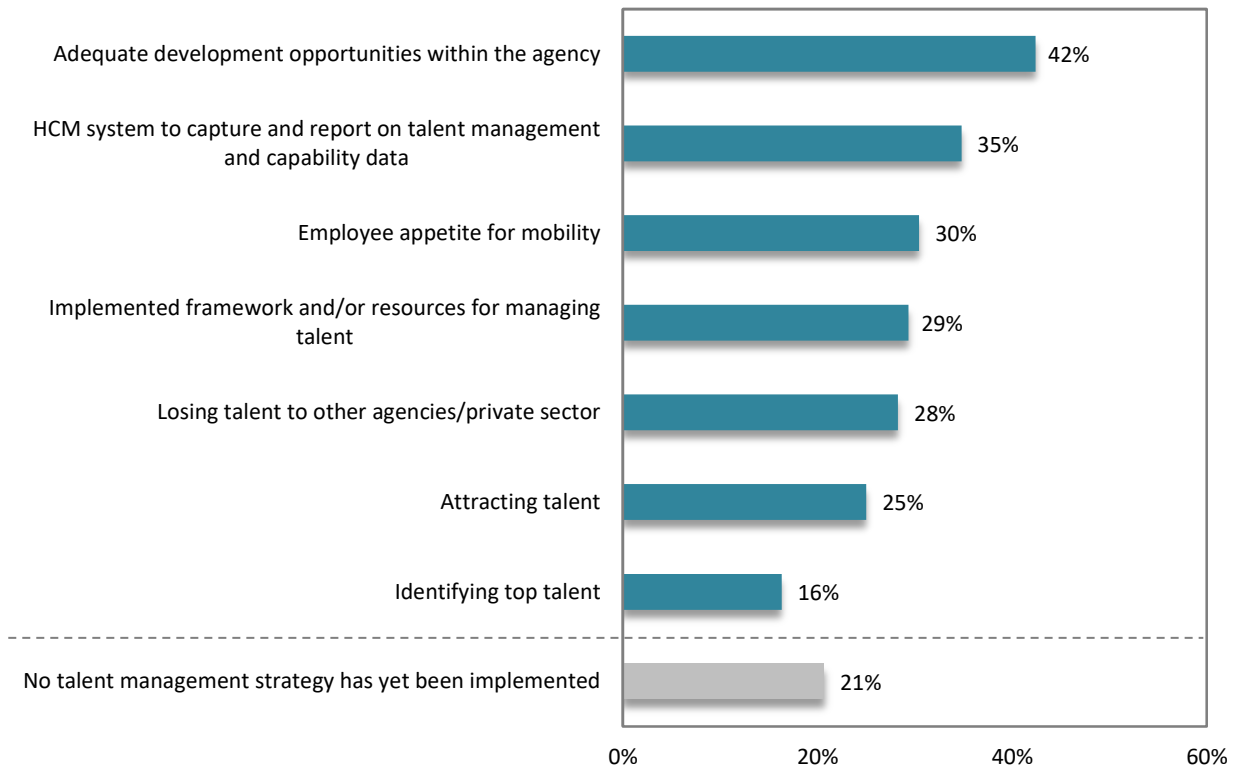
(n=92)



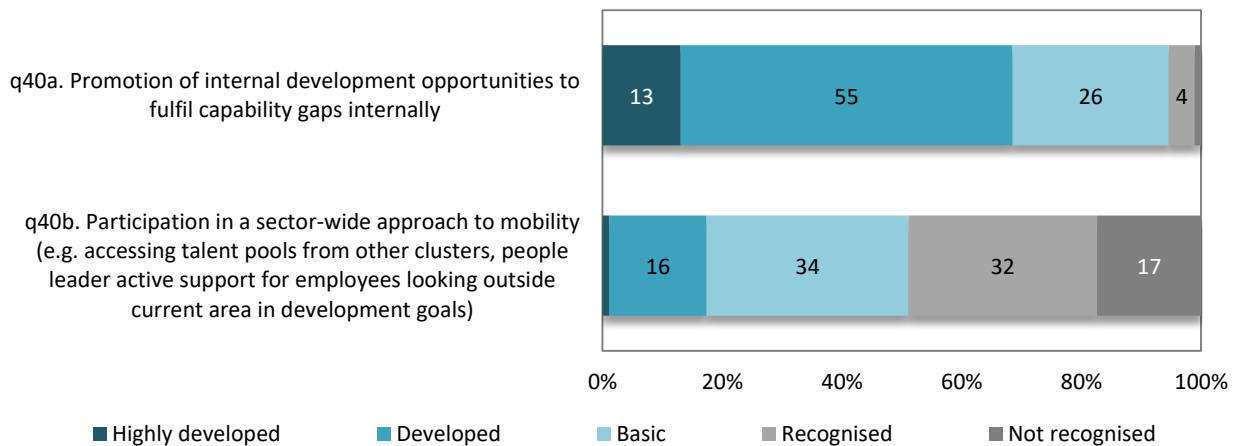
Q38. How mature are your agency's processes for identifying high-performing/potential employees (with defined eligibility criteria) in the following categories:



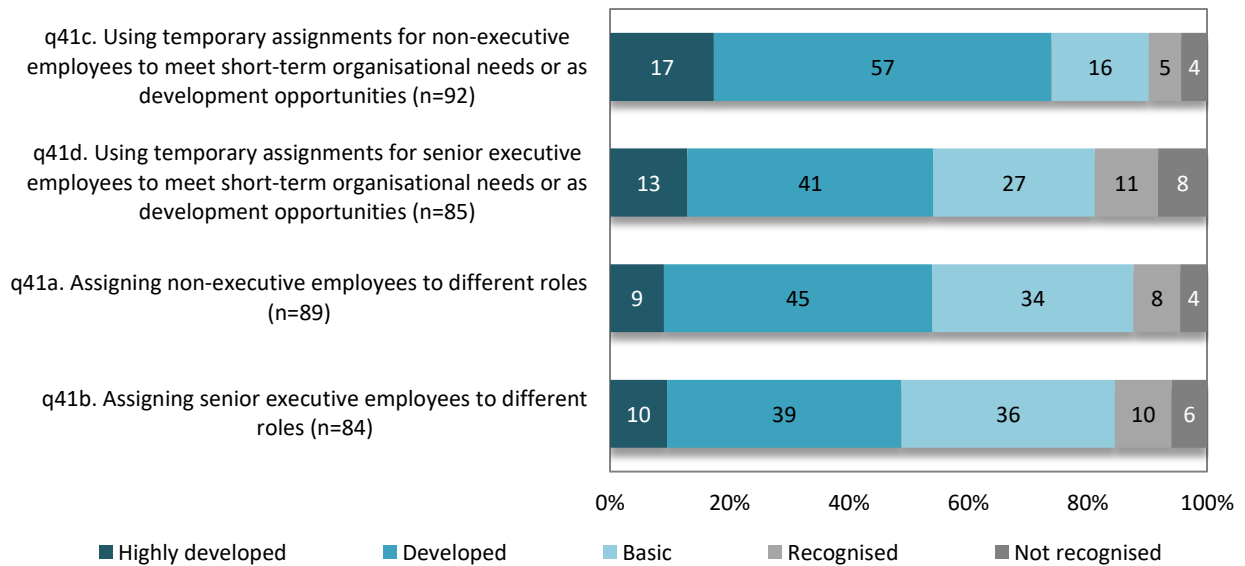
Q39. Please indicate which challenges your agency has experienced in fully implementing its talent management strategy:
(Multiple Response, n=92)



Q40. How mature is your agency's implementation of mobility strategies for the following: (n=92)

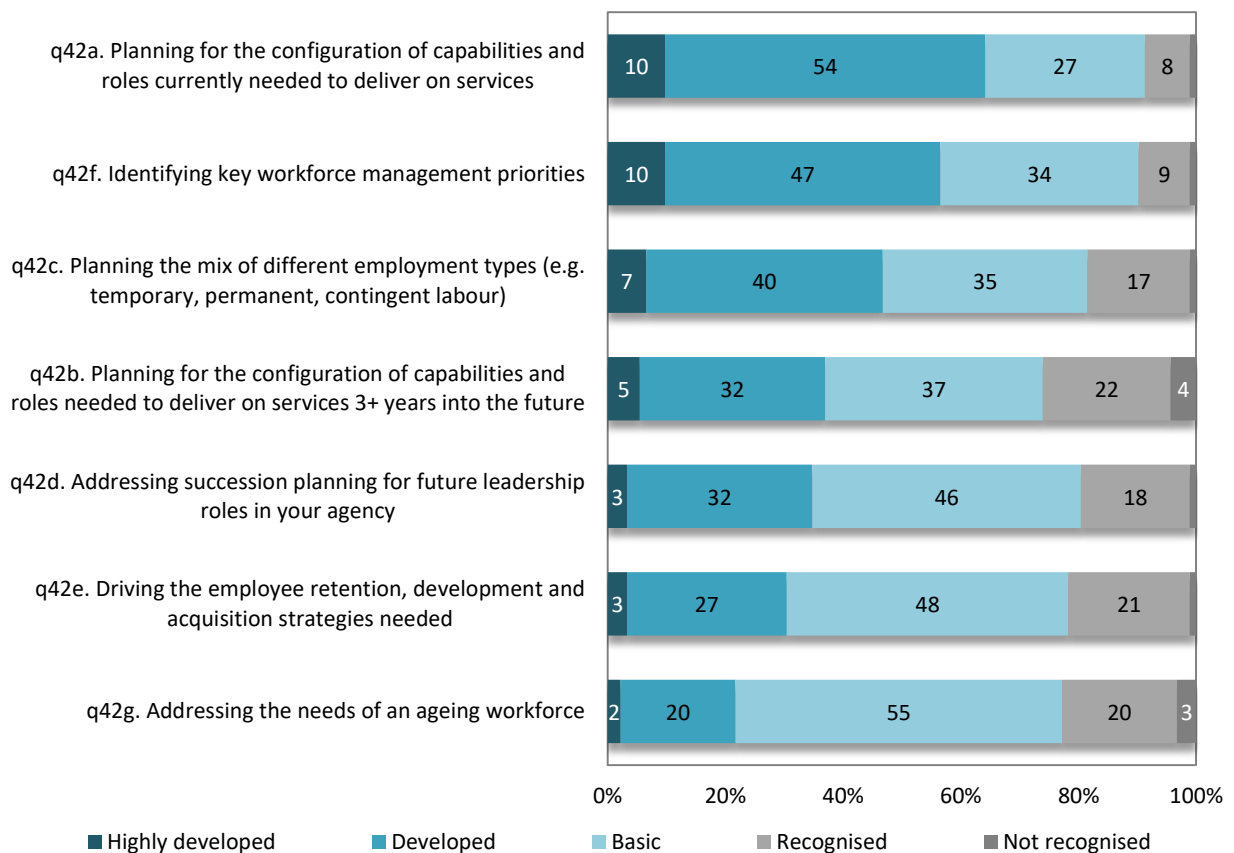


Q41. How mature are your agency's mobility practices for the following:

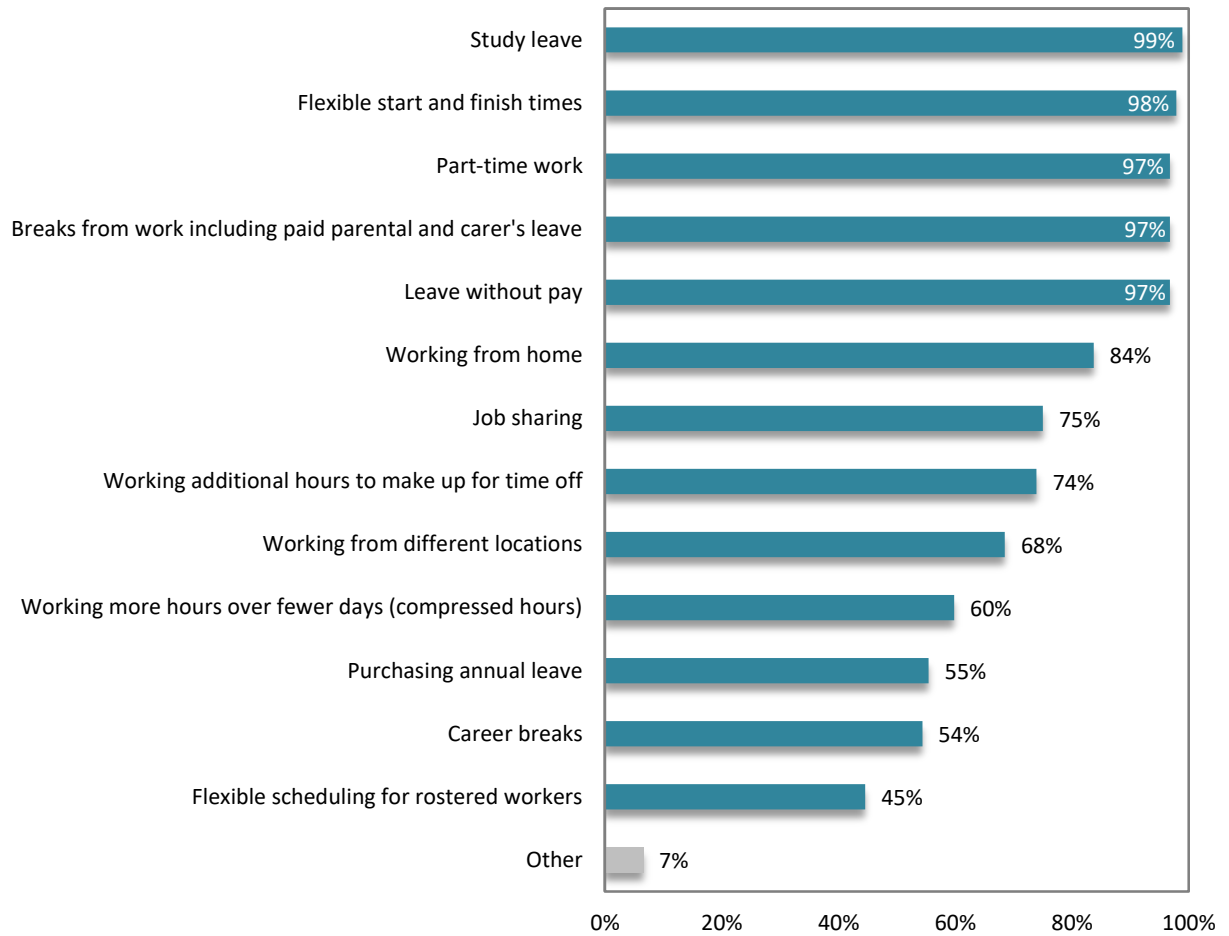


Workforce planning

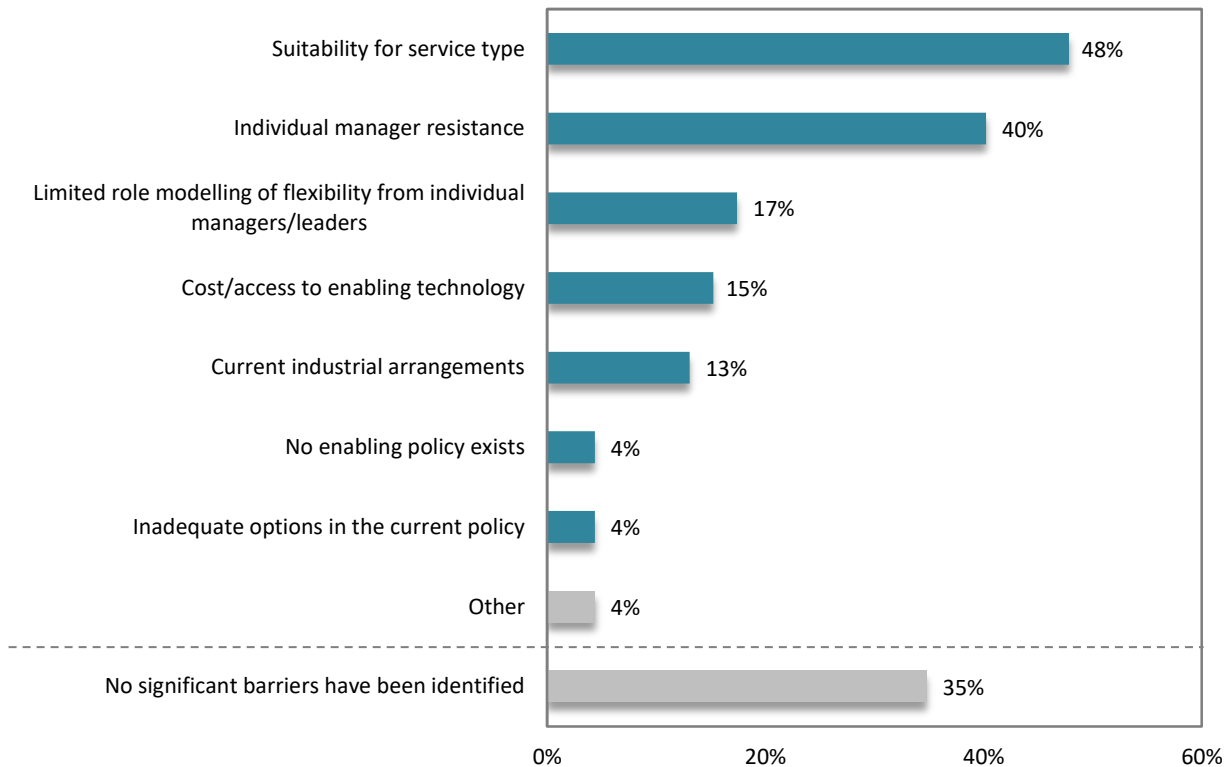
Q42. How would you describe your agency's maturity in using workforce planning for the following: (n=92)



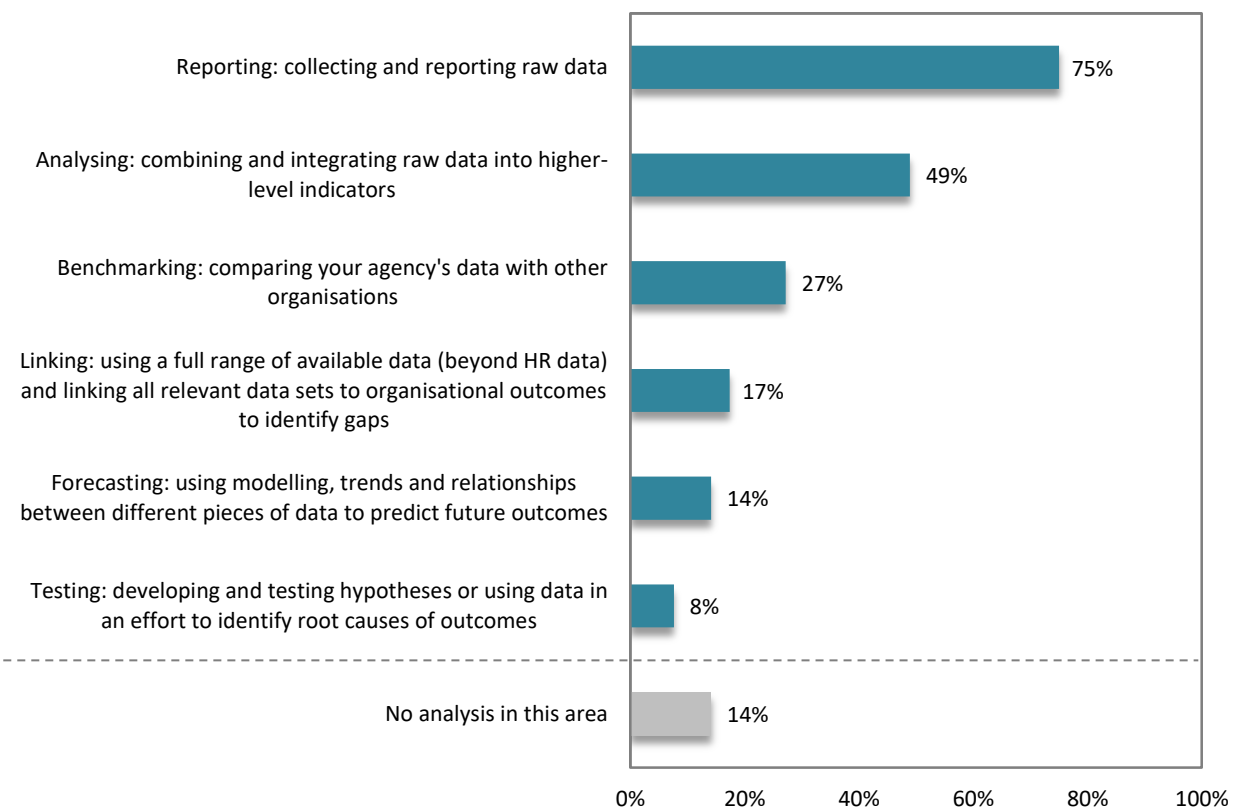
Q43. Does your organisation offer any of the following flexible work arrangements to employees?
(Multiple Response, n=92)



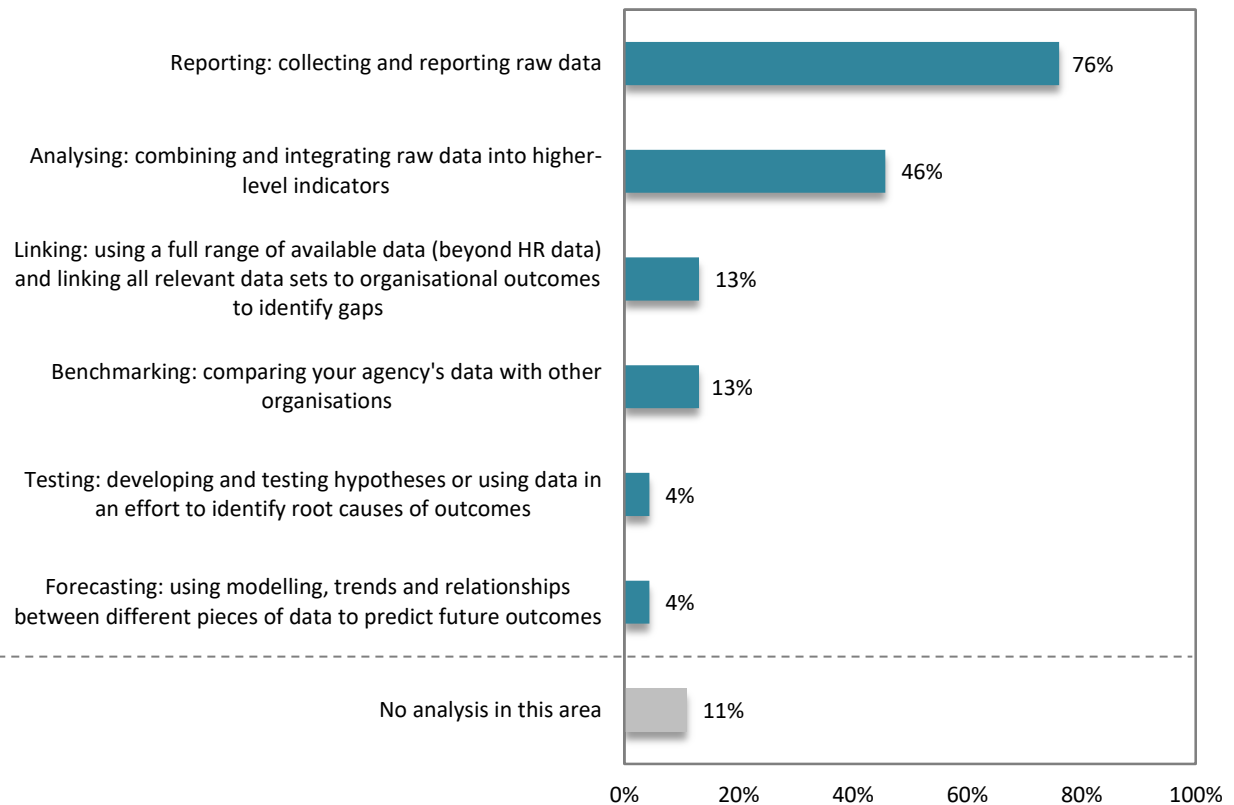
Q44. What are the three most significant barriers you have identified to the take-up of flexible working arrangements?
 (Multiple Response, n=92)



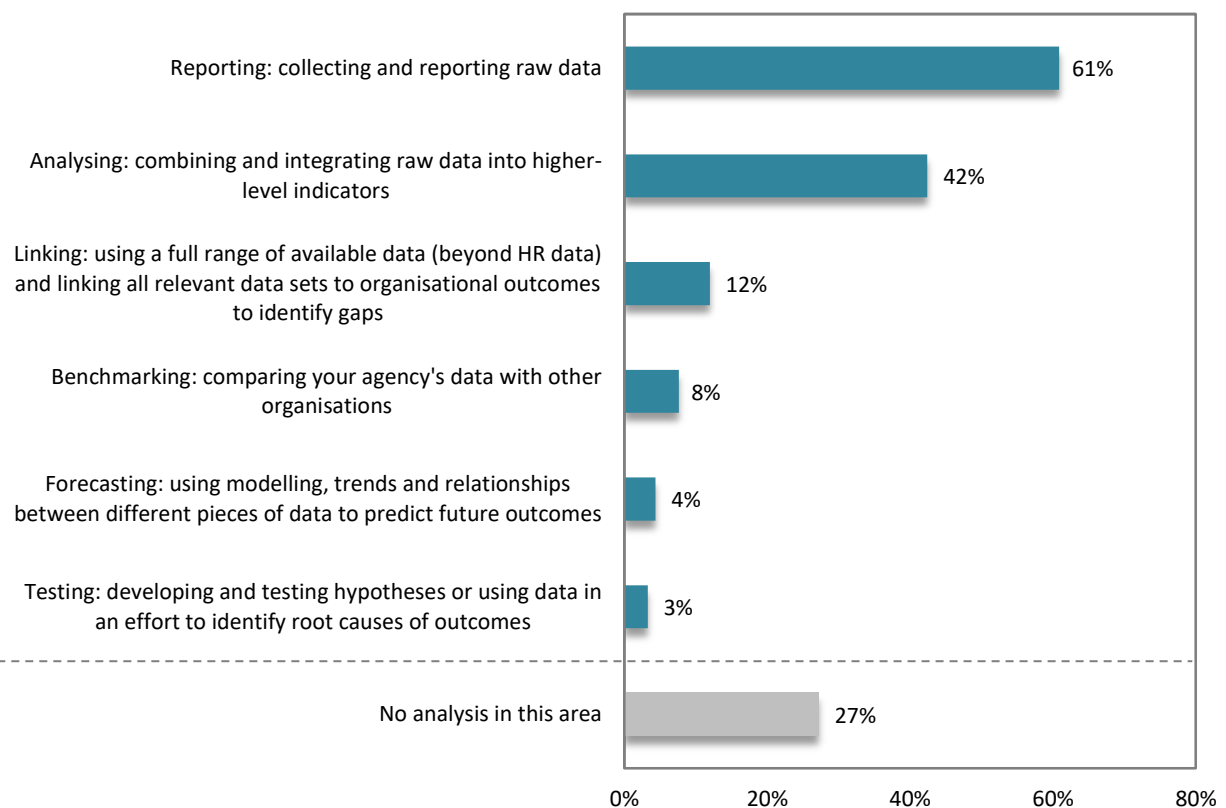
Q45a. Does your agency engage in the following levels of analysis of workforce data in: Recruitment?
 (Multiple Response, n=92)



Q45b. Does your agency engage in the following levels of analysis of workforce data in: Performance management?
 (Multiple Response, n=92)

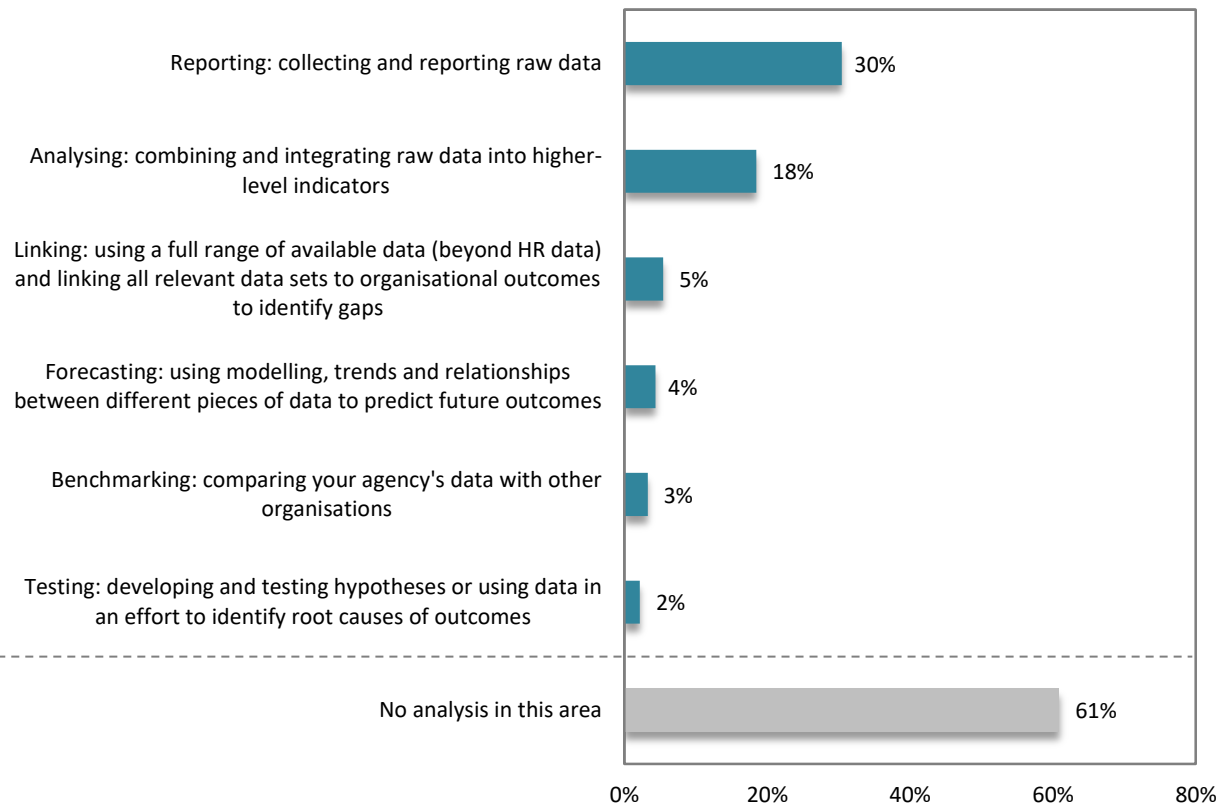


Q45c. Does your agency engage in the following levels of analysis of workforce data in: Development planning?
 (Multiple Response, n=92)



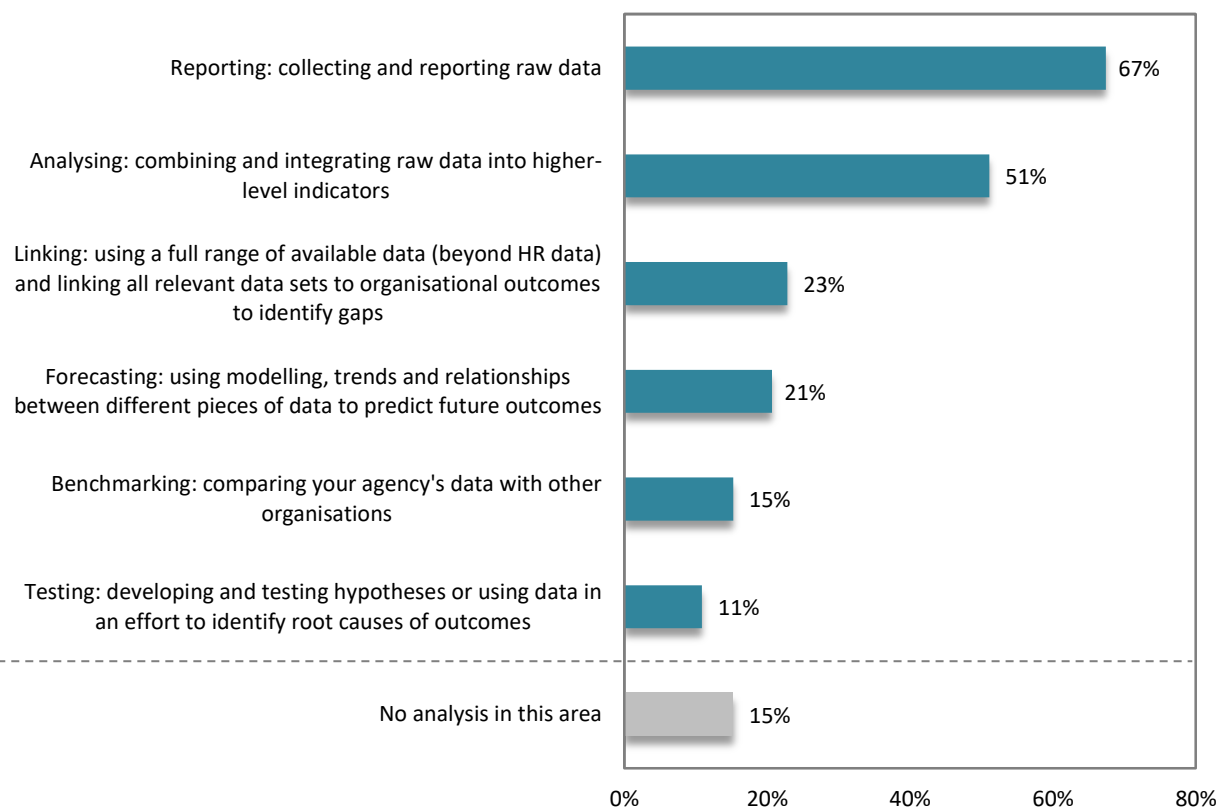
Q45d. Does your agency engage in the following levels of analysis of workforce data in: Succession planning?

(Multiple Response, n=92)



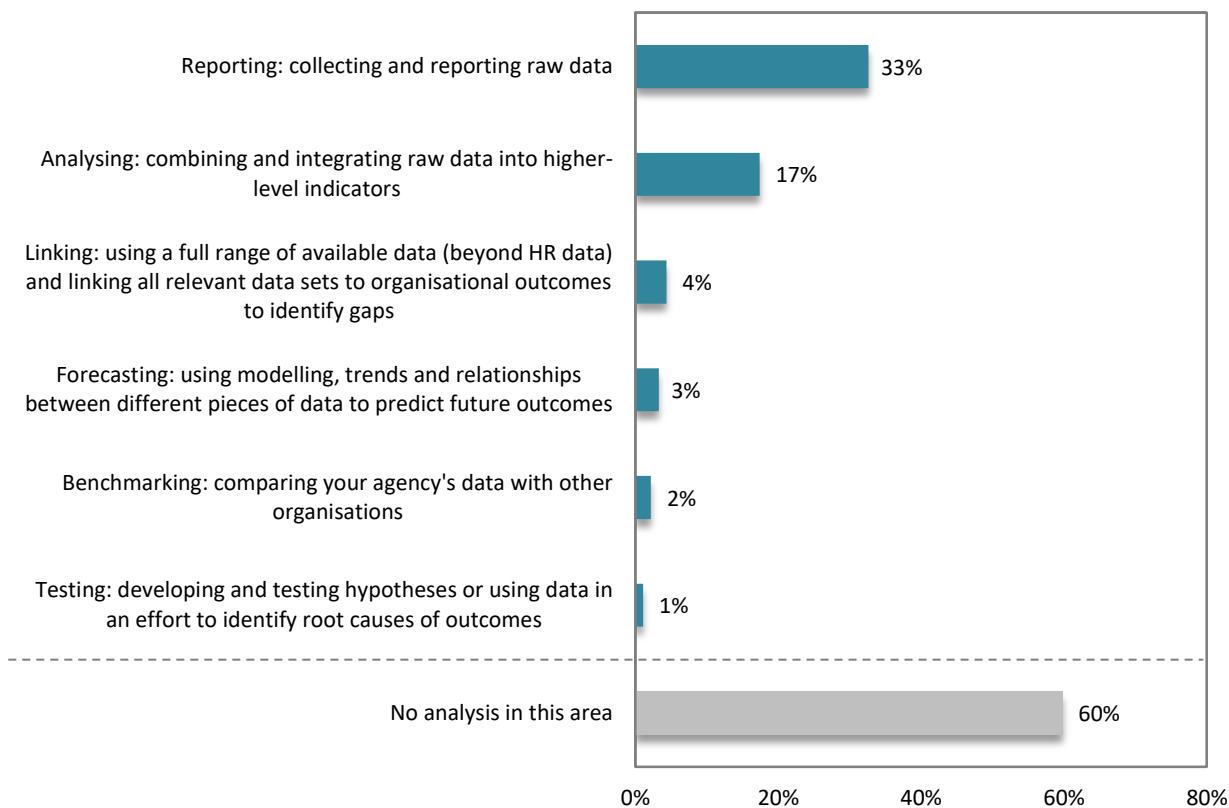
Q45e. Does your agency engage in the following levels of analysis of workforce data in: Workforce planning?

(Multiple Response, n=92)



Q45f. Does your agency engage in the following levels of analysis of workforce data in: Talent mobility?

(Multiple Response, n=92)

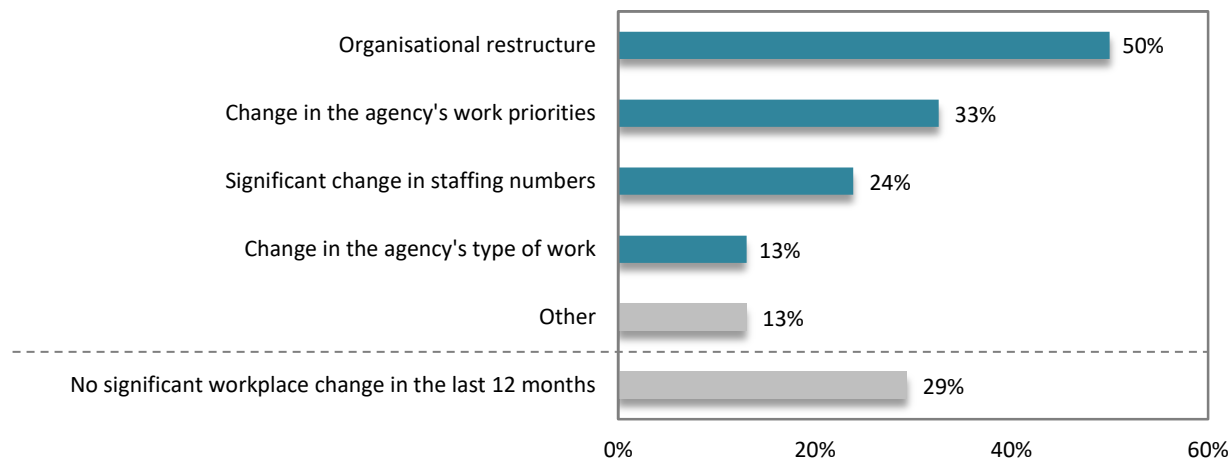


Drivers of practice: operations

Managing change

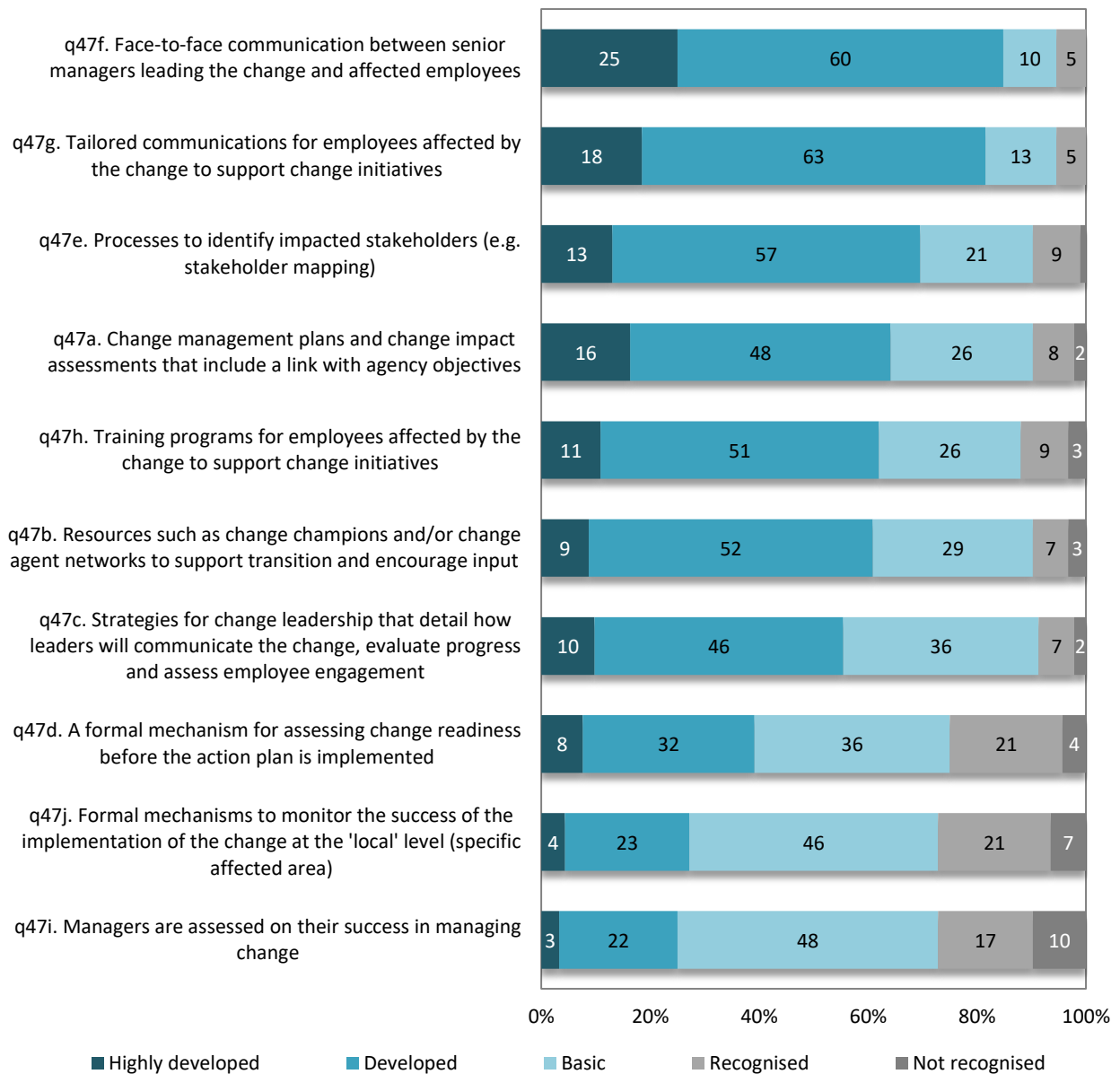
Q46. In 2015-16, has your agency experienced significant workplace change (that is, affecting more than 10% of your workforce) in any of the following areas?

(Multiple Response, n=92)



Q47. How would you describe your agency's maturity (typically, not just in relation to change in the last 12 months) in using the following approaches to manage and achieve major workplace change:

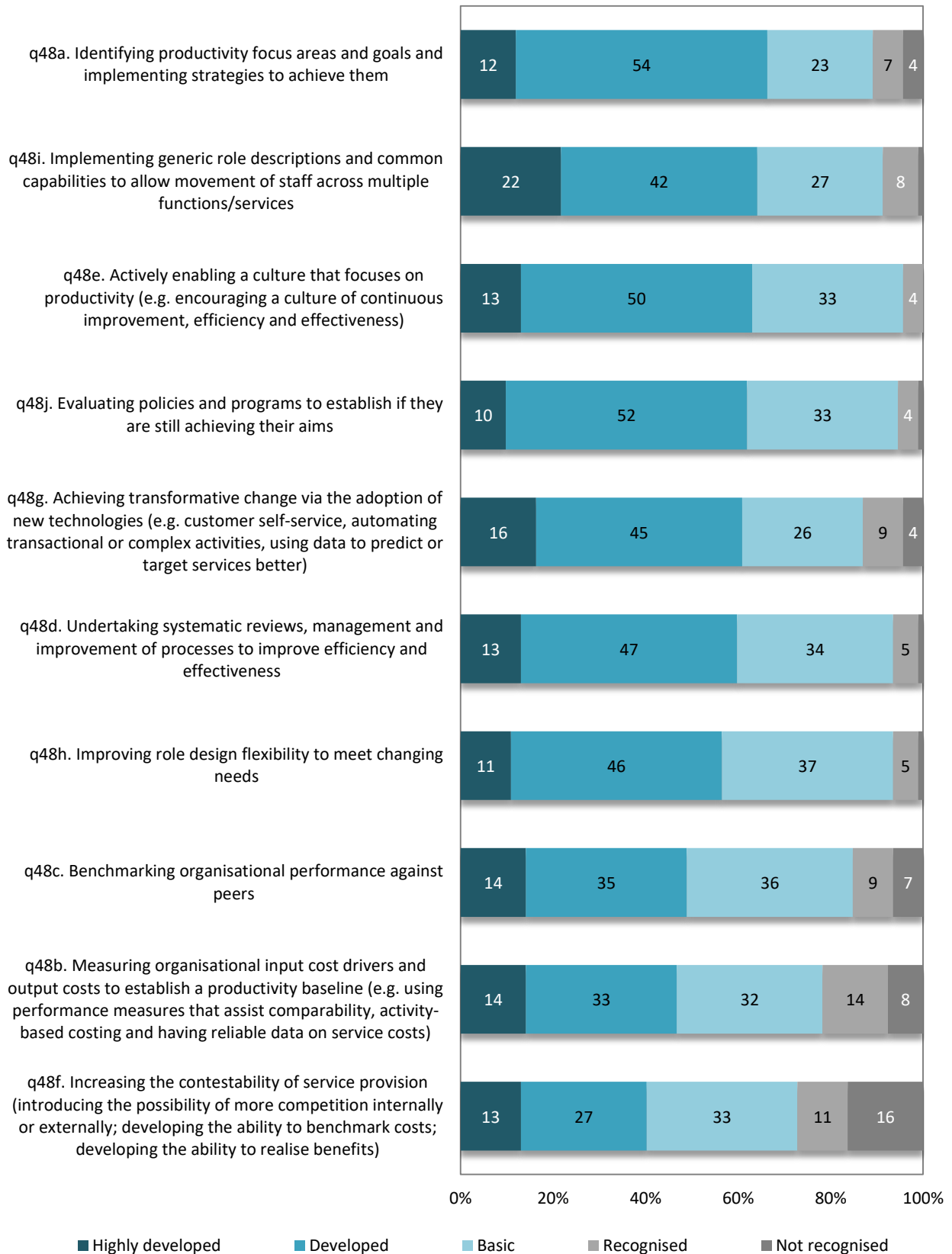
(n=92)



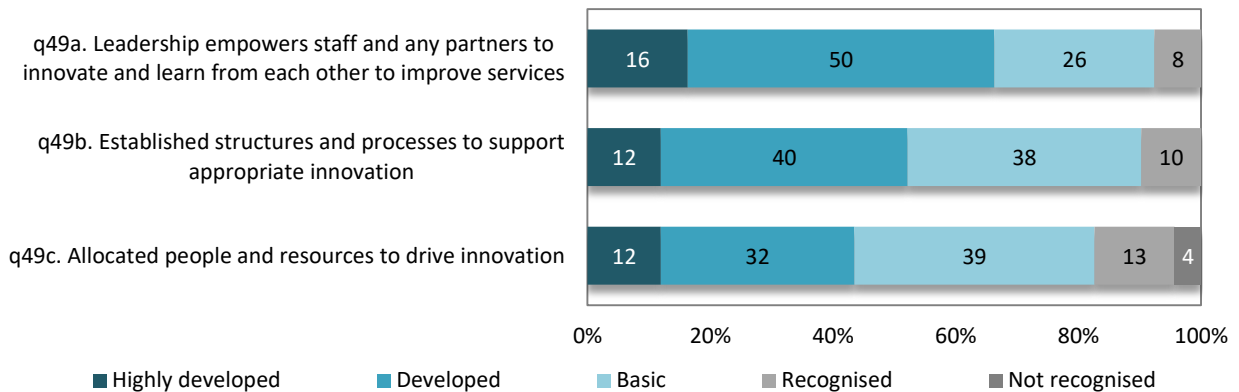
Productivity and innovation

Q48. How would you describe your agency's maturity in using the following to improve productivity and efficiency:

(n=92)

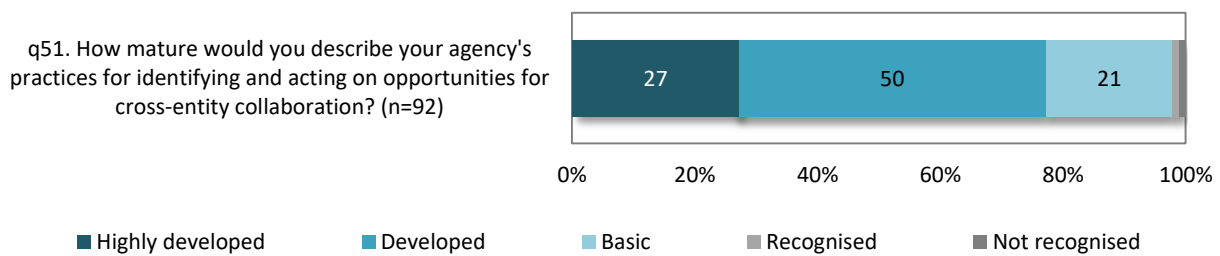


Q49. How would you describe your agency's maturity in using these practices to foster a culture of innovation:
(n=92)

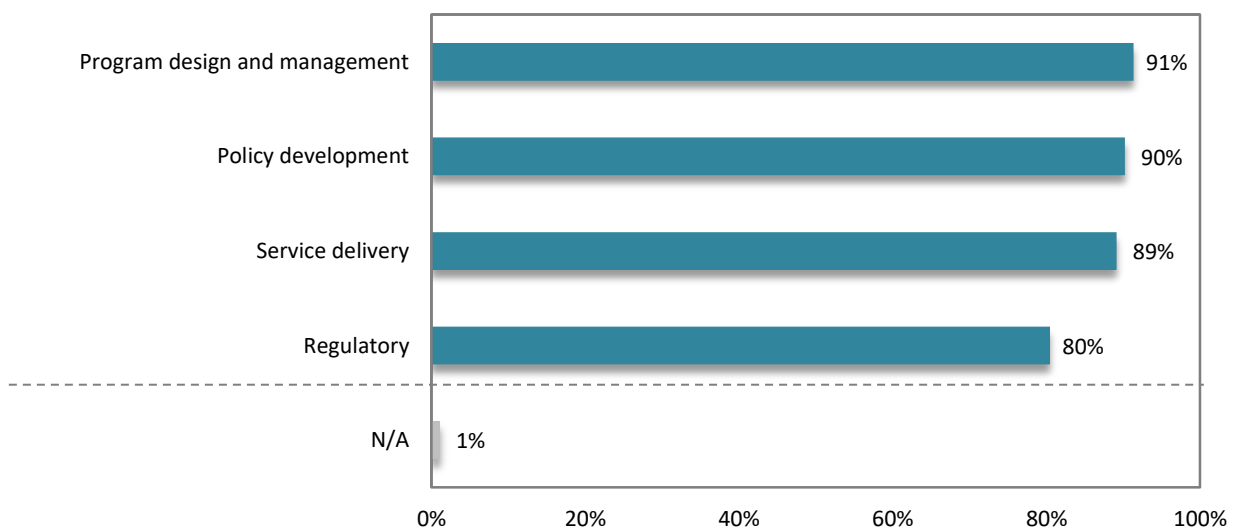


Collaboration and partnering

Q51. How mature would you describe your agency's practices for identifying and acting on opportunities for cross-entity collaboration?

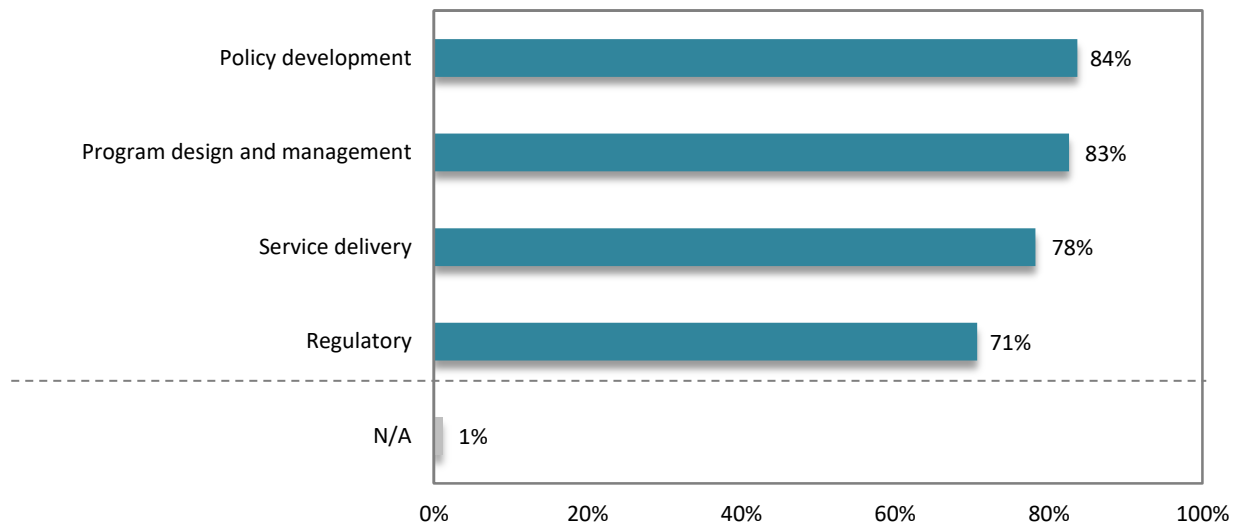


Q52a. Have you formally collaborated within your agency during 2015-16 in relation to the following functions?
(Multiple Response, n=92)



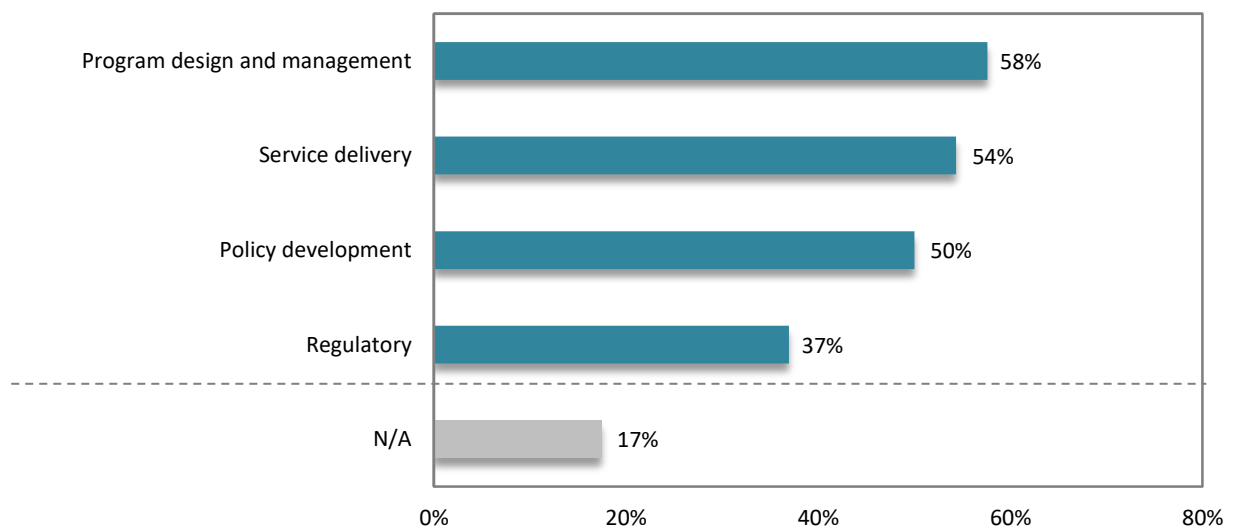
Q52b. Have you formally collaborated with other NSW public sector agencies during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



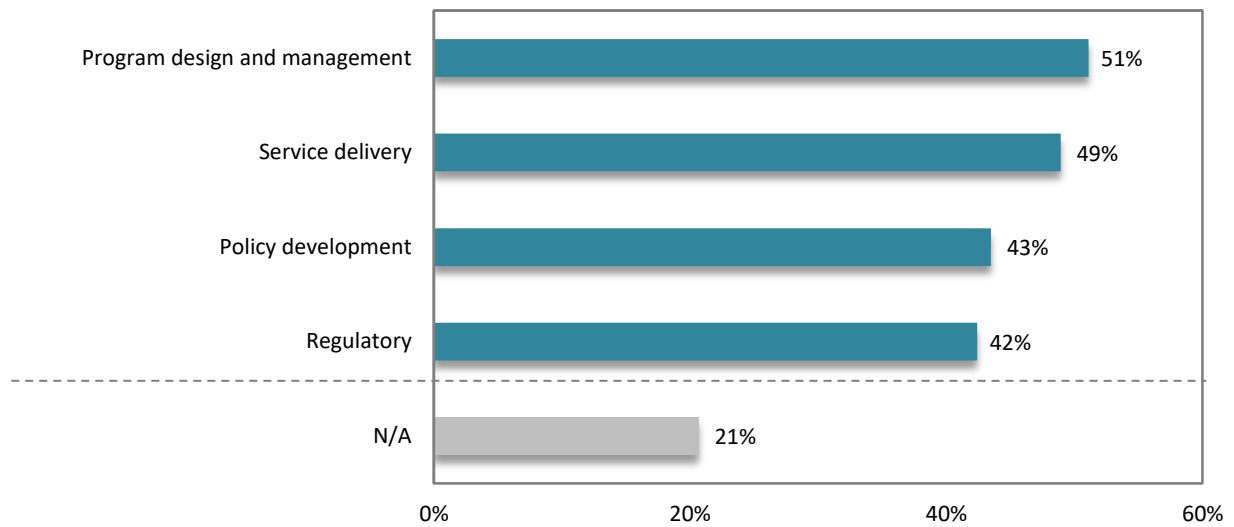
Q52c. Have you formally collaborated with other State and Territory public sector agencies during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



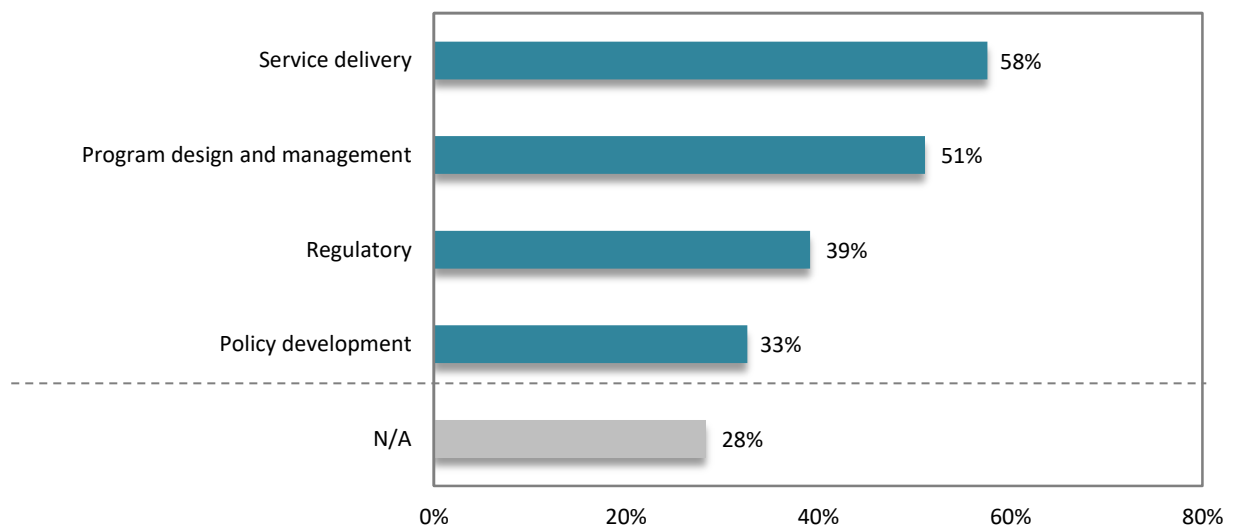
Q52d. Have you formally collaborated with federal government agencies during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



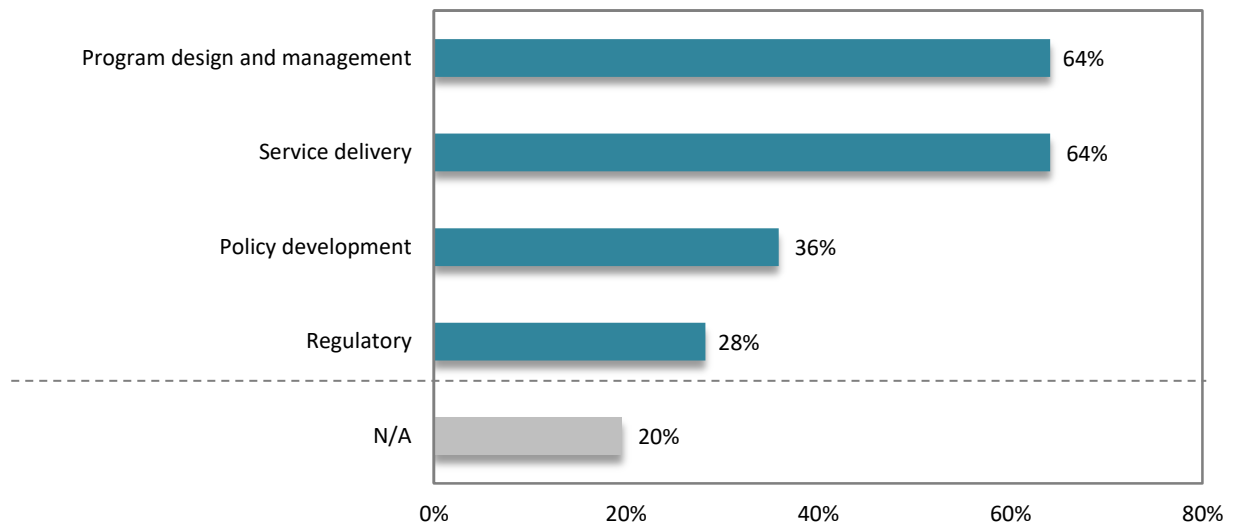
Q52e. Have you formally collaborated with local government agencies during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



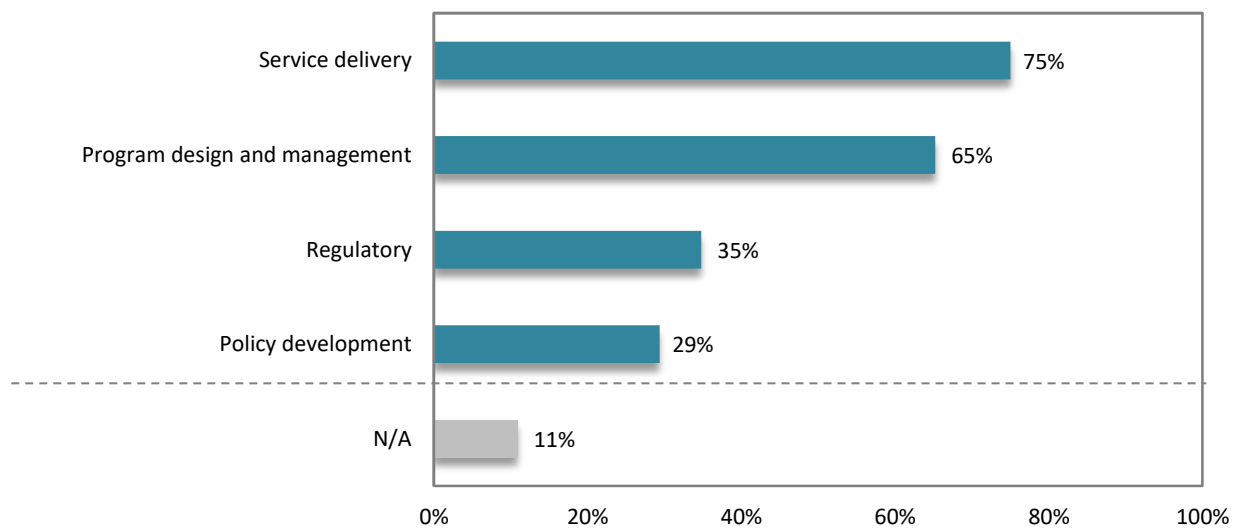
Q52f. Have you formally collaborated with not-for-profit organisations during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



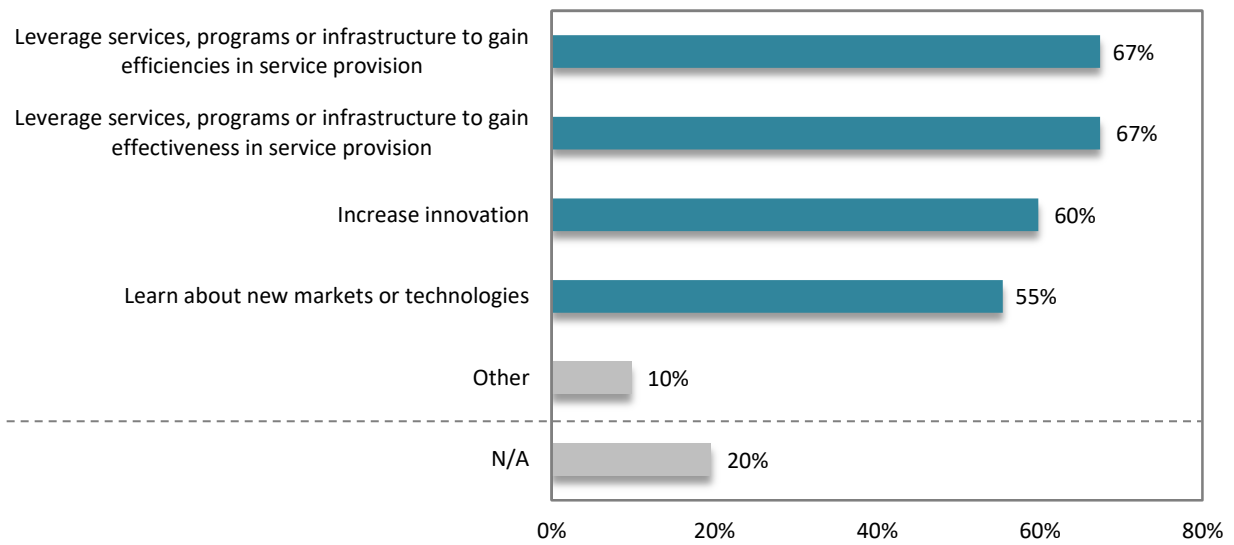
Q52g. Have you formally collaborated with the private sector during 2015-16 in relation to the following functions?

(Multiple Response, n=92)



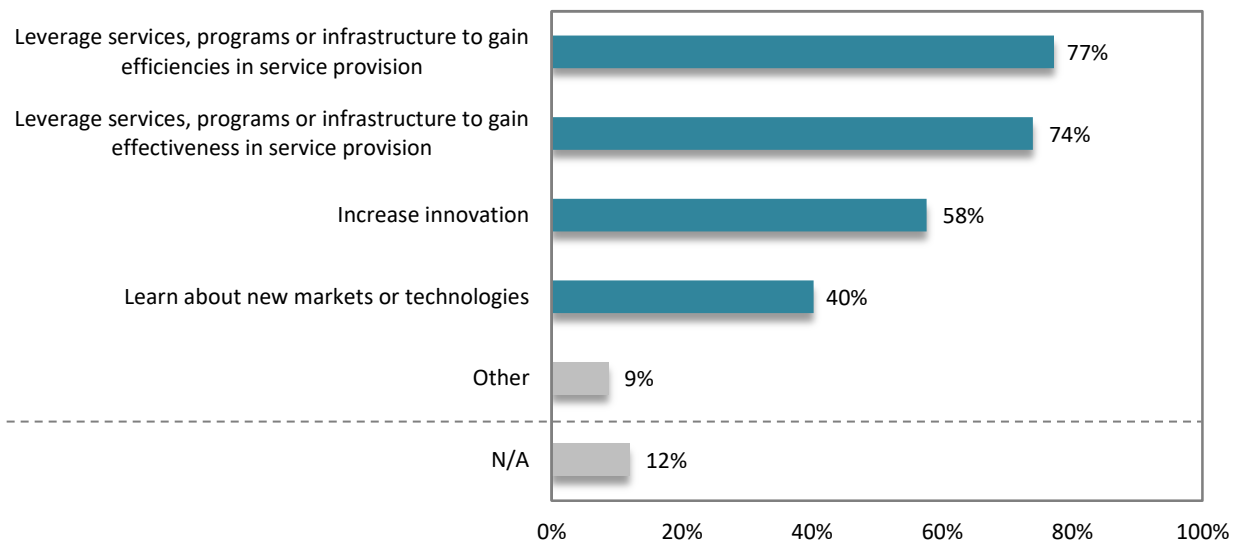
Q53a. Have you had formal partnerships in place within your agency during 2015-16, in relation to the following functions?

(Multiple Response, n=92)

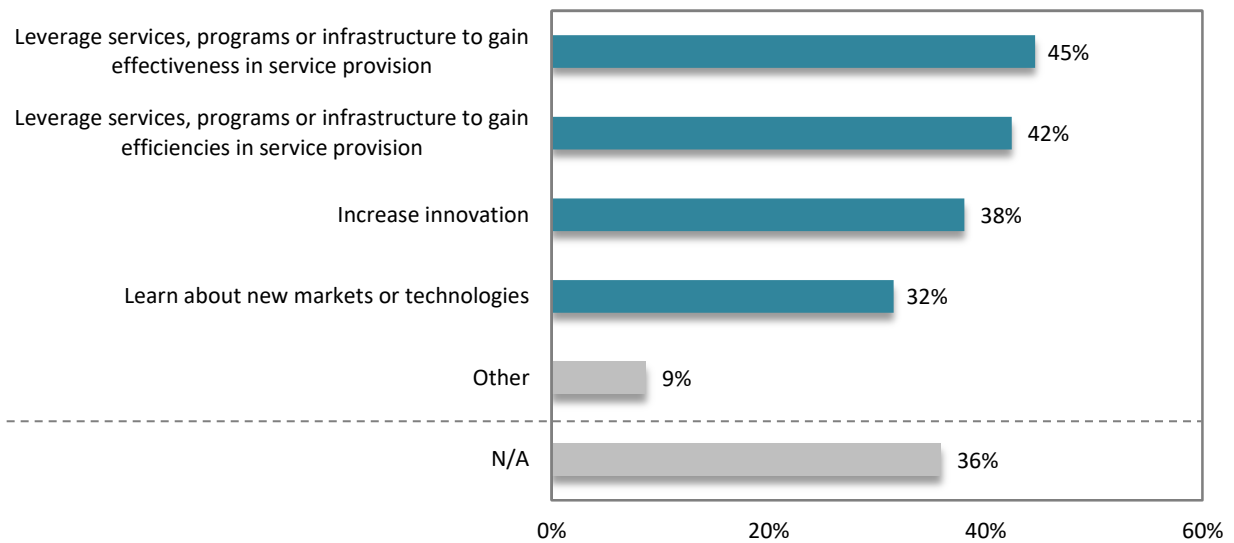


Q53b. Have you had formal partnerships in place with other NSW public sector agencies during 2015-16, in relation to the following functions?

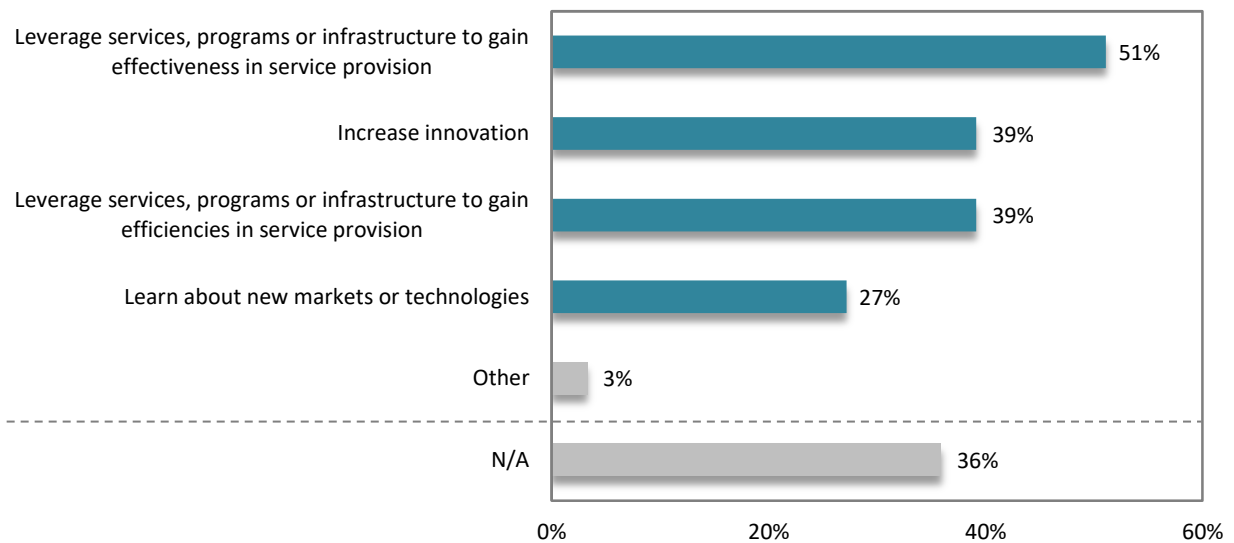
(Multiple Response, n=92)



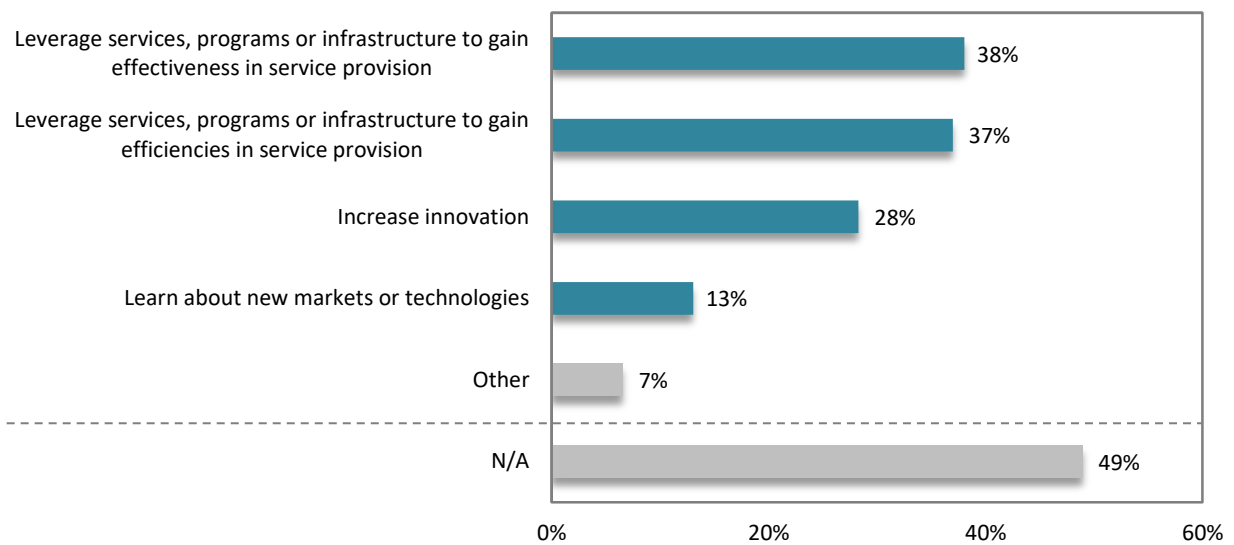
Q53c. Have you had formal partnerships in place with other State and Territory public sector agencies during 2015-16, in relation to the following functions?
 (Multiple Response, n=92)



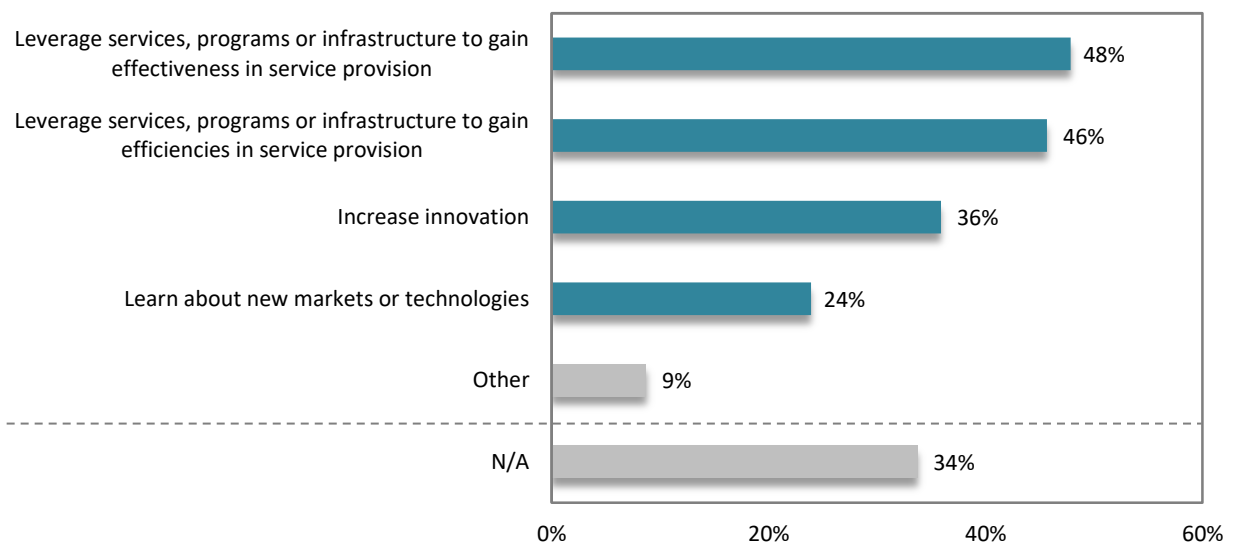
Q53d. Have you had formal partnerships in place with federal government agencies during 2015-16, in relation to the following functions?
 (Multiple Response, n=92)



Q53e. Have you had formal partnerships in place with local government agencies during 2015-16, in relation to the following functions?
 (Multiple Response, n=92)

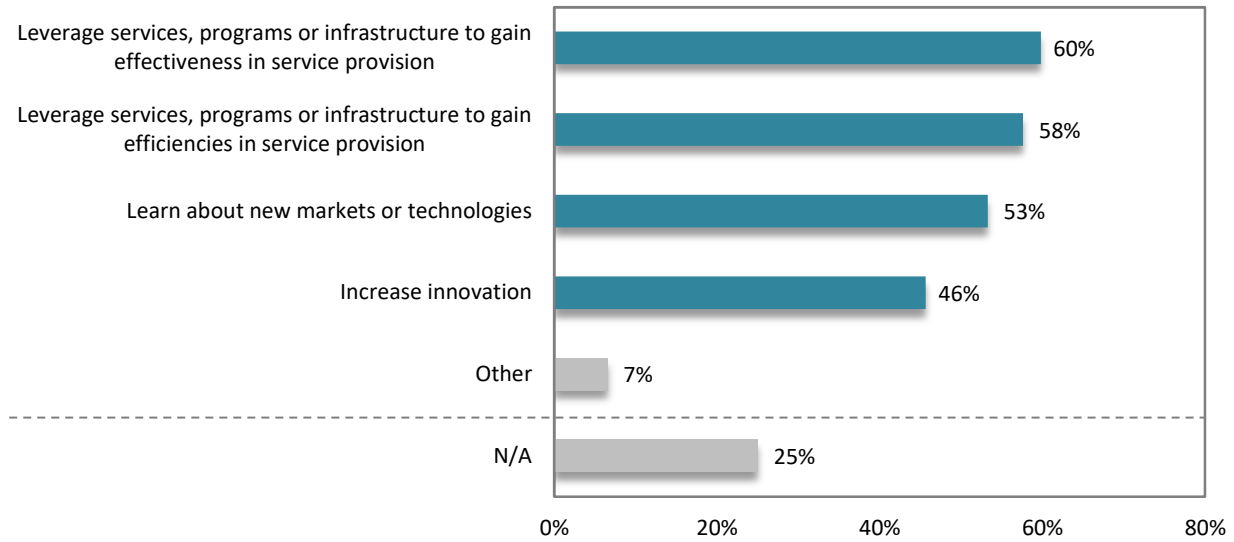


Q53f. Have you had formal partnerships in place with not-for-profit organisations during 2015-16, in relation to the following functions?
 (Multiple Response, n=92)



Q53g. Have you had formal partnerships in place with the private sector during 2015-16, in relation to the following functions?

(Multiple Response, n=92)

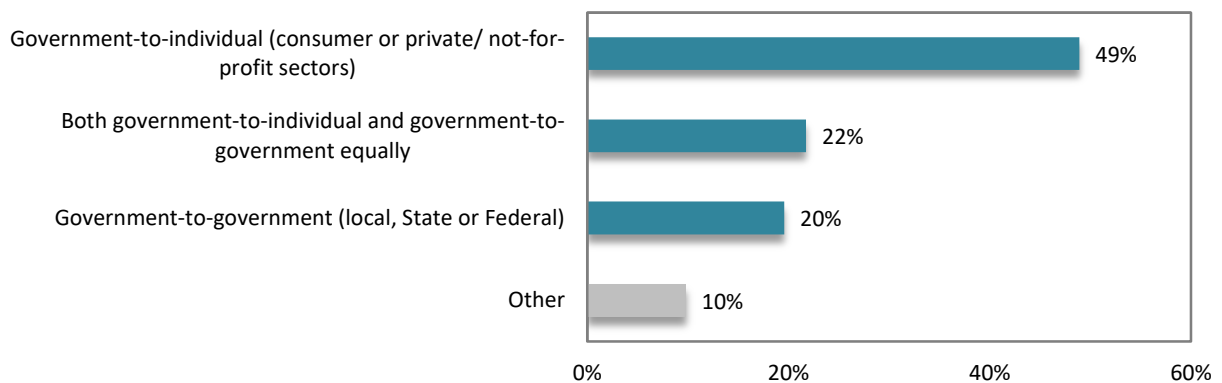


Outcomes

Customer service

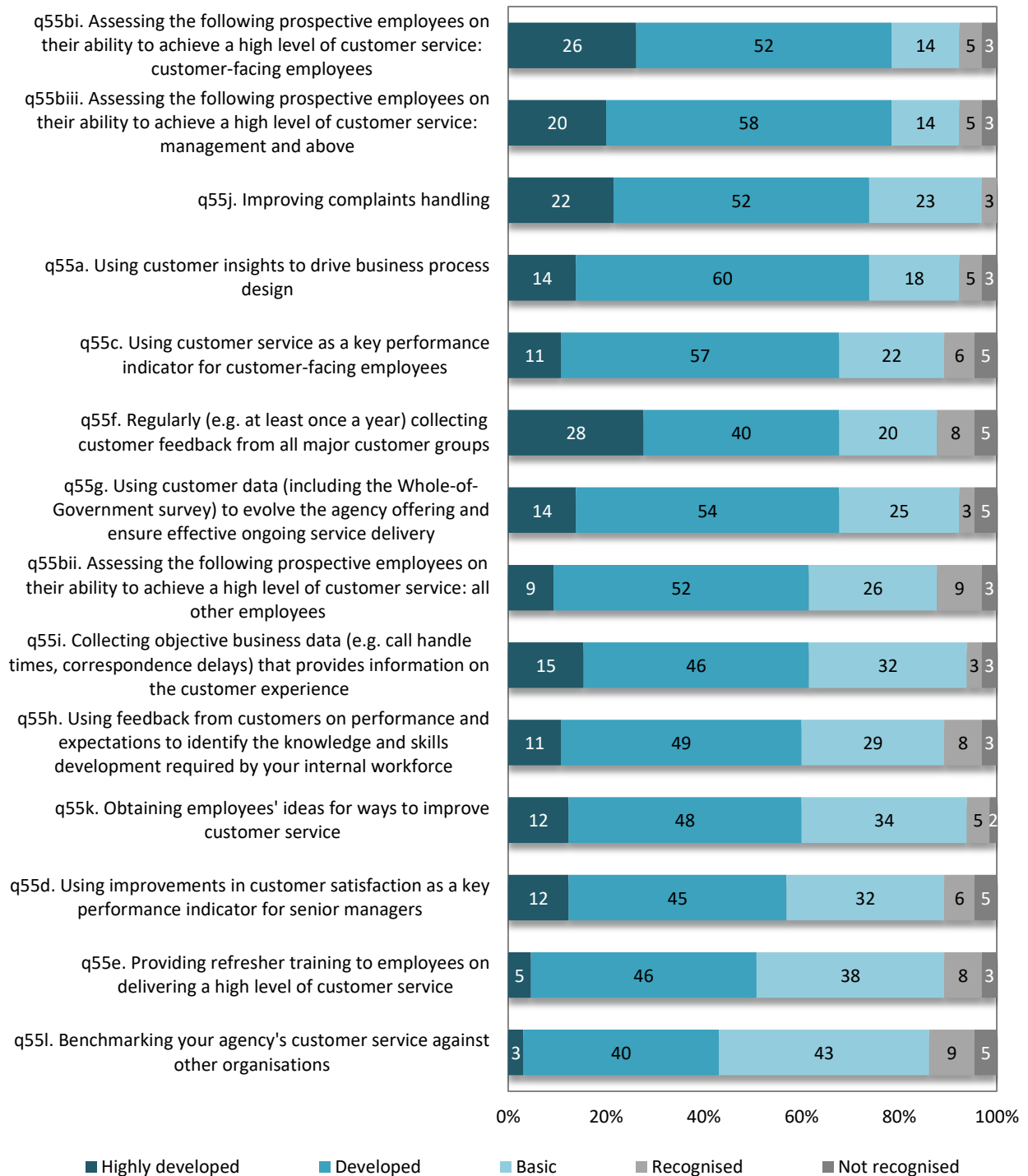
Q54. Which of the following best describes the main type of customer relationship that your agency services?

(n=92)



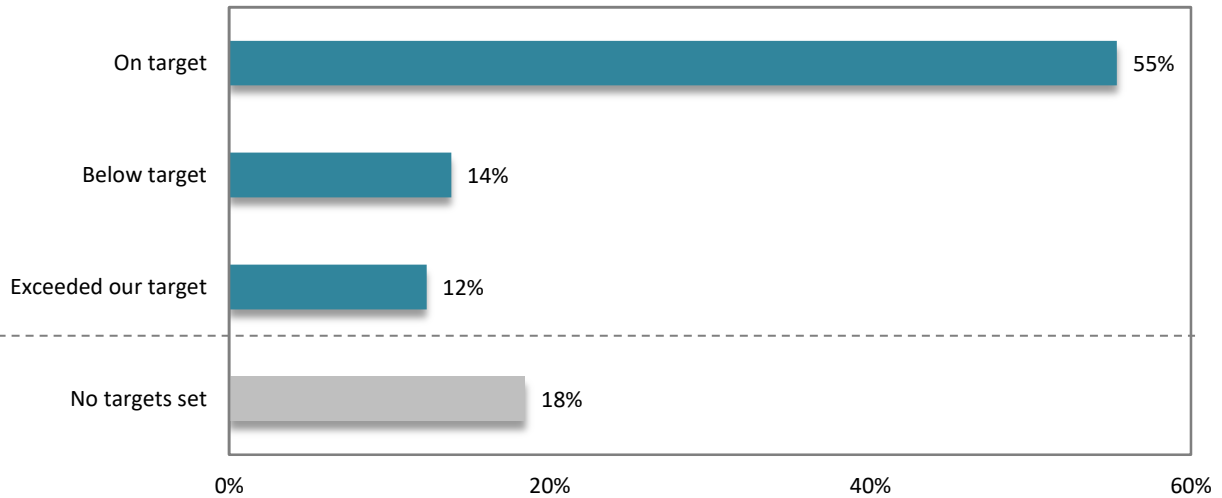
Q55. How would you describe your agency's maturity in using the following customer service optimisation strategies:

(n=65)



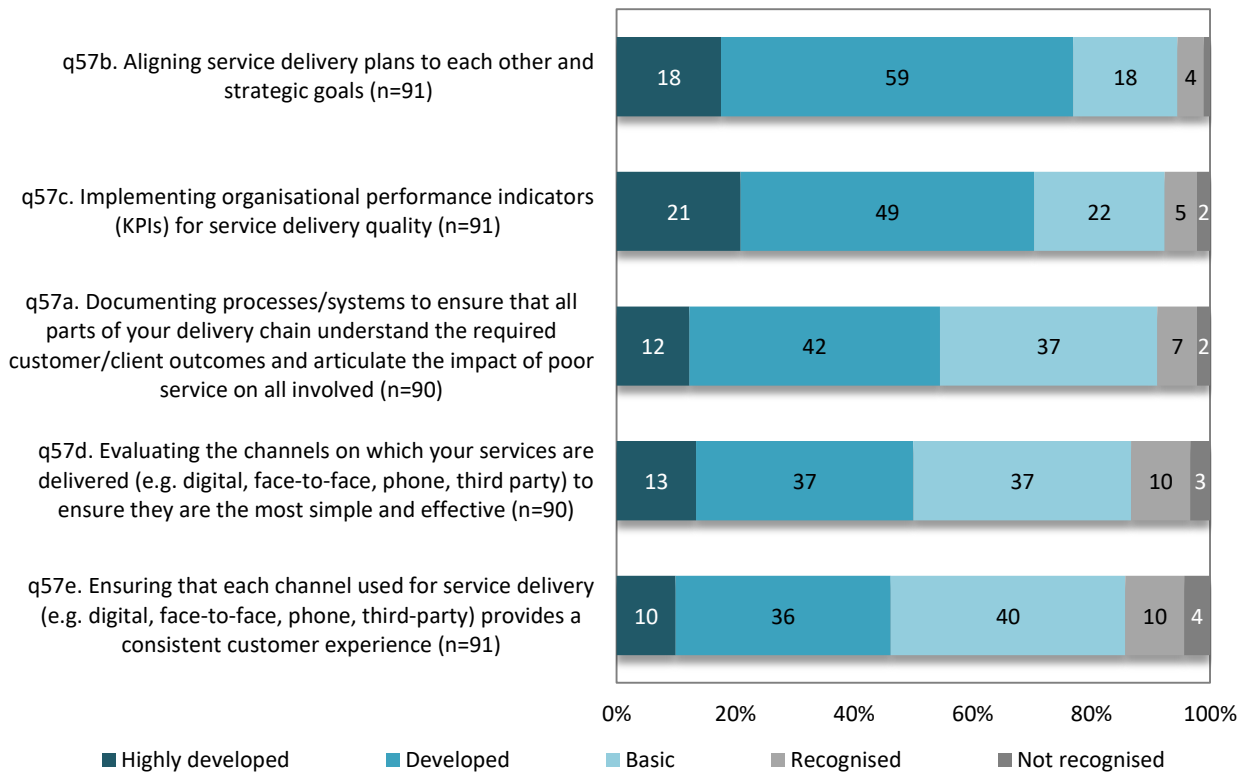
Q56. Have your agency's customer satisfaction targets been met?

(n=65)



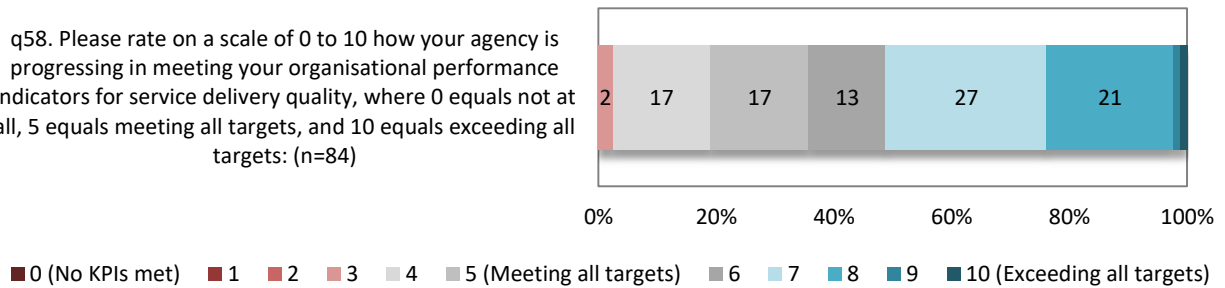
Effective service delivery

Q57. How would you describe your agency's maturity in using the following service delivery improvement strategies:



Q58. Please rate on a scale of 0 to 10 how your agency is progressing in meeting your organisational performance indicators for service delivery quality, where 0 equals not at all, 5 equals meeting all targets, and 10 equals exceeding all targets:

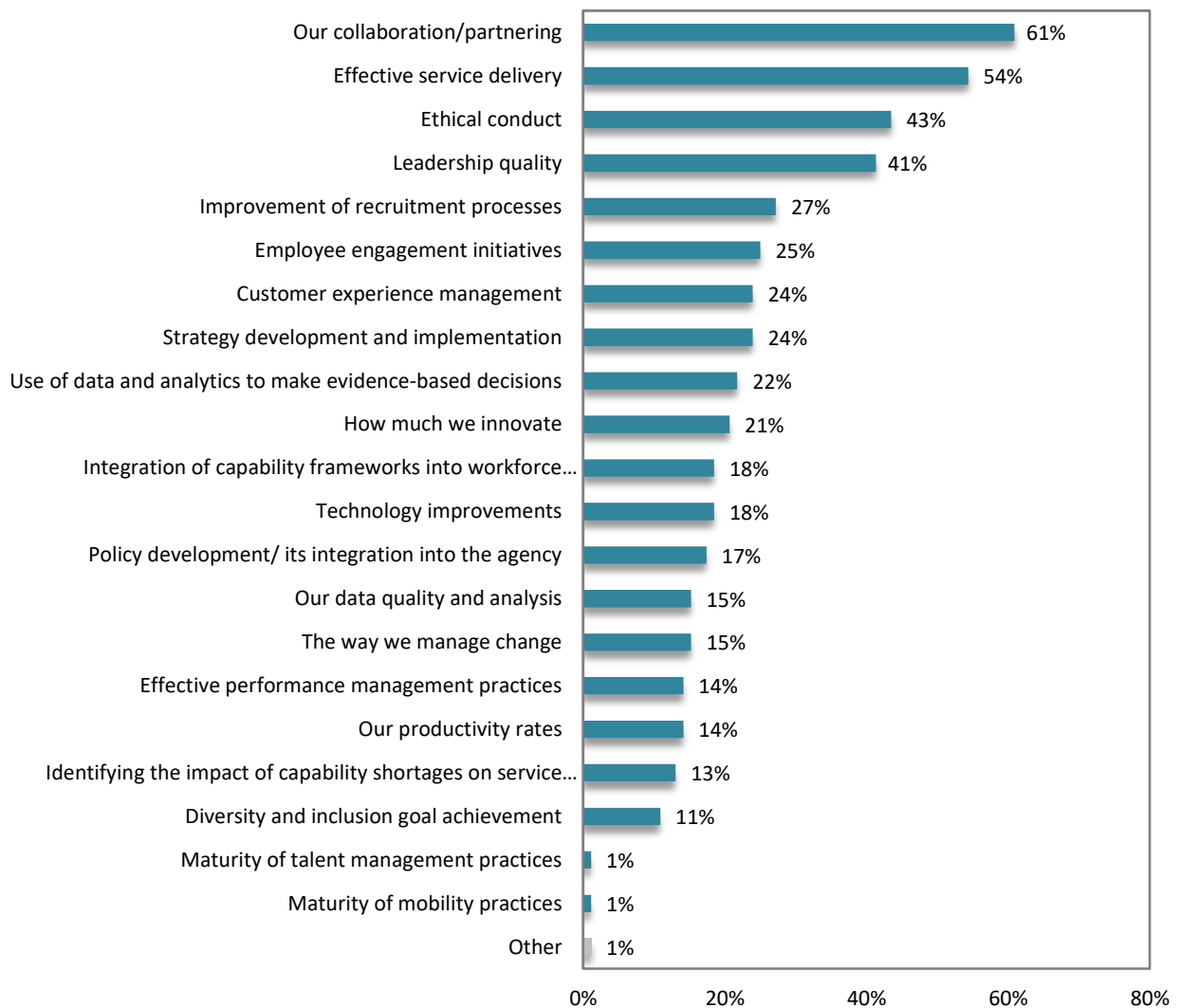
q58. Please rate on a scale of 0 to 10 how your agency is progressing in meeting your organisational performance indicators for service delivery quality, where 0 equals not at all, 5 equals meeting all targets, and 10 equals exceeding all targets: (n=84)



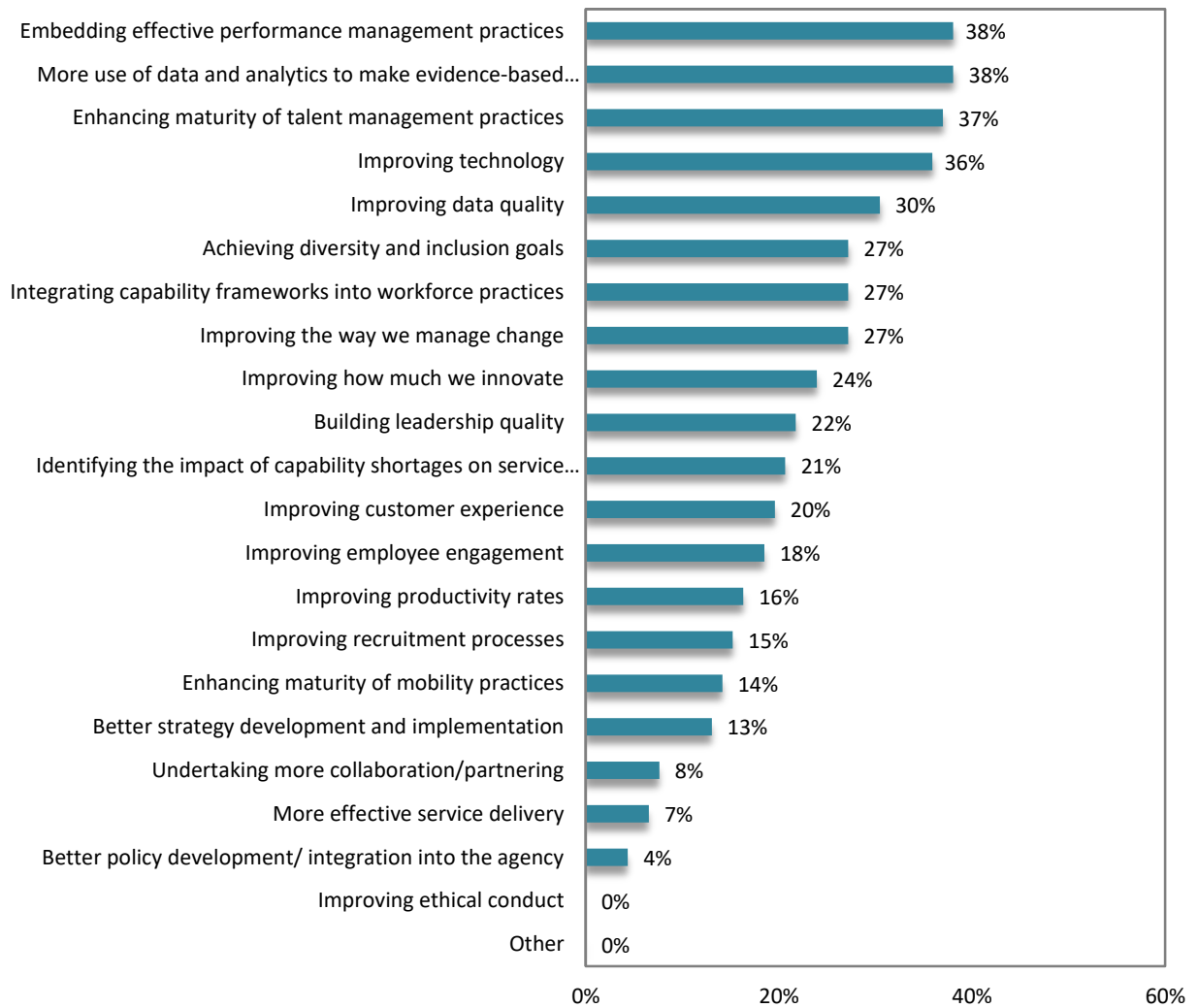
On the horizon

Q59. Please identify the current top five organisational capability strengths of your agency.

(Multiple Response, n=92)

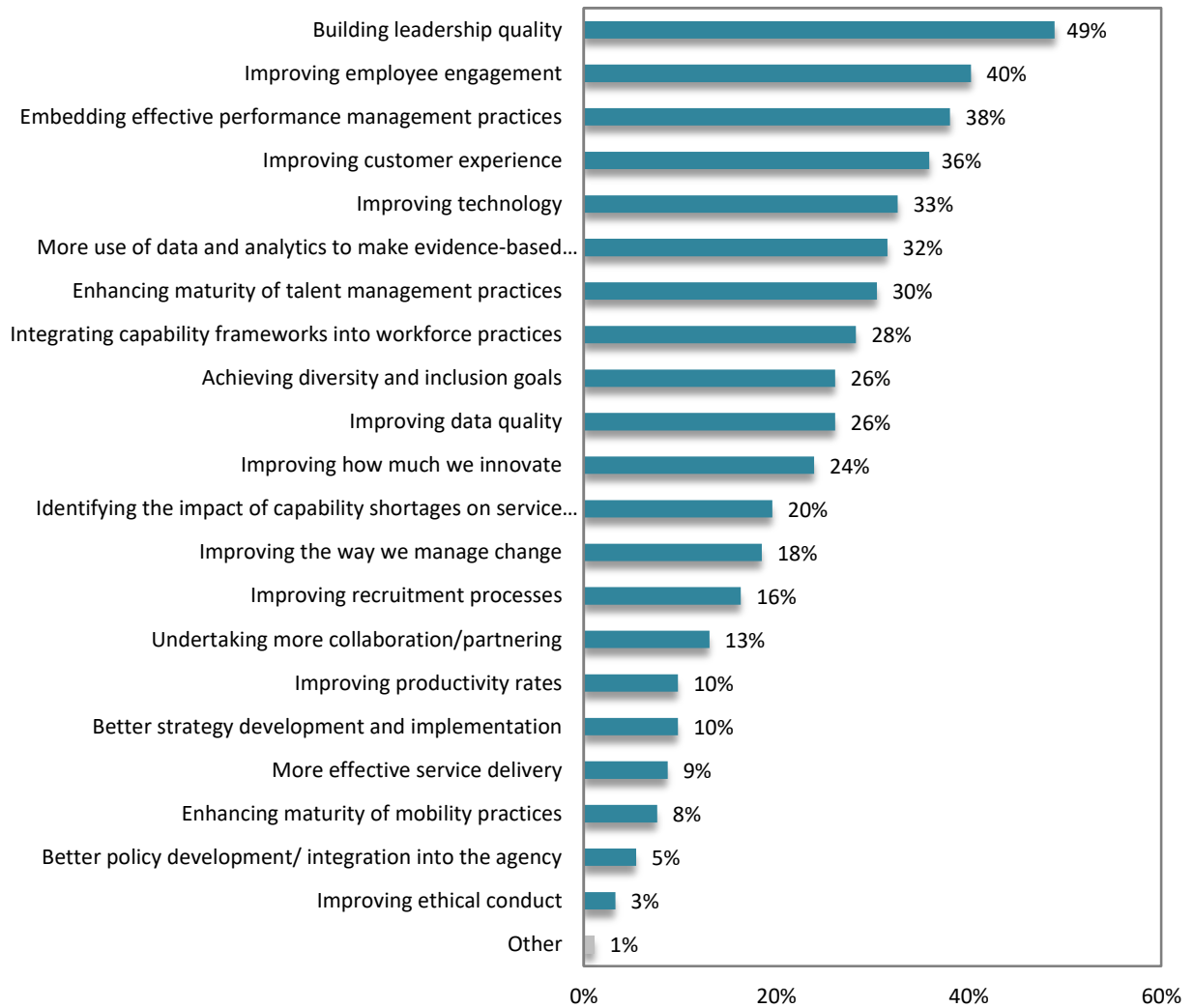


Q60. Please identify the current top five organisational capability gaps in your agency. (Multiple Response, n=92)



Q61. Please identify the current top five organisational capability build priorities for your agency over the next 12 months.

(Multiple Response, n=92)



Appendix C: 2016 Agency Survey questions

A. Strategy and planning

The first two questions are included because many agencies are developing longer term strategic directions to meet the government's reform agenda and Premier's Priorities. Achieving these directions and goals may require a change in organisational capability, and the skills and culture of the workforce. We are interested in how workforce requirements are linked to this strategic reform context.

1. Has your agency planned the future organisational capability it will need to achieve its overall organisational strategy? **Single response** [Organisational strategy defines the agency's future directions over many years, not just the coming 12 months. It interprets the impact of government priorities and analyses the resources required to achieve them. Organisational capability includes processes, practices, structures, governance, budget, culture and behaviour, people and technology. The people component in the definition encompasses skills, knowledge and ability.]
 - 1 We haven't done this work yet
 - 2 We have done this work and no gaps in capability were identified
 - 3 We have identified the likely gap/s, but are still establishing the best solution/s
 - 4 We have identified the likely gap/s and solution/s, but are still establishing the best way to resource it
 - 5 We have identified gap/s and resourcing solution/s

2. **[If q1=5]** If your agency has identified the likely gap/s and resource solution/s, what are the primary means by which you will close the gap/s? **Please select up to three options overall, from any category**

<i>People</i>	<i>Process</i>	<i>Technology</i>
<input type="radio"/> 1 Recruitment	<input type="radio"/> 4 Re-design processes	<input type="radio"/> 7 Buy new technology
<input type="radio"/> 2 Learning and development (including re-training)	<input type="radio"/> 5 Build new processes	<input type="radio"/> 8 Build new technology in-house
<input type="radio"/> 3 Contingent labour	<input type="radio"/> 6 Outsource/commission processes to a third party	<input type="radio"/> 9 Leverage technology from another agency
		<input type="radio"/> 10 Outsource to gain access to technology
		<input type="radio"/> 11 Use software as a service model

3. How well integrated is workforce planning into your agency's organisational strategy development process?
 - 1 Highly developed
 - 2 Developed
 - 3 Basic
 - 4 Recognised
 - 5 Not recognised

B. Drivers of culture

Building leadership quality

4. Does your agency provide any of the following learning and development for individuals (beyond sector-wide programs): **Multiple response**
- O 1 People management skills for staff in technical or other professional roles seeking managerial roles
 - O 2 People management skills for frontline service managers
 - O 3 Leadership skills for high-potential employees not currently in leadership roles
 - O 4 Leadership programs beyond high performers/potentials
 - O 5 None of the above **[If option selected, disable others]**
5. How developed would you describe your agency's practices for formally recognising and rewarding advanced people management skills? [See 2013 NSW Public Sector Capability Framework for details of superior people management skills at the advanced or highly advanced level]
- O 1 Highly developed
 - O 2 Developed
 - O 3 Basic
 - O 4 Recognised
 - O 5 Not recognised

Employee engagement

6. Did your agency implement any initiative **specifically** designed to improve employee engagement in 2015-16?
- O 1 Yes – for whole agency
 - O 2 Yes – part agency
 - O 3 Being developed
 - O 4 No

Values, ethics and conduct

7. Does the agency Code of Conduct explicitly mention the Government Sector Core Values?
- O 1 Yes
 - O 2 No
 - O 3 N/A – agency is external to the government sector **[If option selected, skip to Q9]**

8. How would you describe your agency's maturity in aligning with the Government Sector Core Values for each of the following aspects?

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Senior Executives must update their Declaration of Private Interests at least annually	O 1	O 2	O 3	O 4	O 5
b. Agency induction programs instruct employees on how to use the Government Sector Core Values in their work	O 1	O 2	O 3	O 4	O 5
c. All employees have refresher training on ethical conduct	O 1	O 2	O 3	O 4	O 5
d. All employees receive training on identifying and managing conflicts of interest	O 1	O 2	O 3	O 4	O 5
e. All employees receive training on public interest disclosures	O 1	O 2	O 3	O 4	O 5
f. The agency assesses employee perceptions of whether its practices are aligned with the Government Sector Core Values	O 1	O 2	O 3	O 4	O 5
g. The agency assesses customer perceptions of whether its practices are aligned with the Government Sector Core Values	O 1	O 2	O 3	O 4	O 5
h. Individual performance reviews generally include an assessment of whether conduct is consistent with the Government Sector Core Values	O 1	O 2	O 3	O 4	O 5
i. Employee recognition programs include demonstration of the Government Sector Core Values as part of the decision criteria	O 1	O 2	O 3	O 4	O 5

9. In 2015-16 in your agency: (if you are unable to provide **verified numbers** and are estimating, please ensure you check the 'estimate only' box as appropriate)

	i. Number	ii. Estimate only?
a. how many formal complaints regarding bullying were made?	N=___	O
b. how many formal investigations found that bullying had occurred?	N=___	O
c. how many employees were dismissed for misconduct? (Note: not just limited to bullying)	N=___	O

10. How would you describe your agency's implementation of the following bullying prevention initiatives:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Using data to identify key drivers of bullying	O 1	O 2	O 3	O 4	O 5
b. Providing development to people managers on handling unreasonable behaviour and conflict	O 1	O 2	O 3	O 4	O 5
c. Setting an expectation that leaders and managers must promptly respond to incidents of poor behaviour that could lead to bullying	O 1	O 2	O 3	O 4	O 5
d. Providing training to all employees that clearly articulates expected behaviours	O 1	O 2	O 3	O 4	O 5

Diversity and inclusion

11. How is diversity and inclusion integrated into workforce planning in your agency? **Single response**

- O 1 It remains a discrete plan outside the overall strategy or workforce plan
- O 2 It is integrated into organisational strategy and planning
- O 3 It is integrated into workforce planning and goals
- O 4 It is integrated into both organisational strategy and workforce planning

12. To what extent has your agency integrated the following diversity and inclusion metrics?

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Workforce targets have been set for key focus areas	O 1	O 2	O 3	O 4	O 5
b. [If q12a=1-3 only] Progress towards targets is measured in senior leadership performance plans	O 1	O 2	O 3	O 4	O 5
c. [If q12a=1-3 only] Progress towards targets is measured and reported to the executive	O 1	O 2	O 3	O 4	O 5

13. What are the top three drivers of your agency's commitment to diversity and inclusion? **Please select up to three options**

- O 1 To recruit and retain top talent
- O 2 To improve service delivery
- O 3 To meet the Premier's Priority targets
- O 4 Diverse perspectives improve decision-making
- O 5 Ongoing commitment to equal employment opportunity (EEO)
- O 6 The business case links it to improved performance
- O 7 To be an employer of choice
- O 8 Other

14. For which of the following groups has your agency set diversity and inclusion goals? **Multiple response**
- 1 Gender
 - 2 Aboriginal and Torres Strait Islander representation
 - 3 People with disability
 - 4 People from culturally and linguistically diverse backgrounds
 - 5 Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)
 - 6 Older workers
 - 7 Younger workers
 - 8 Other dimensions such as talent, work experience and education
 - 9 No diversity and inclusion goals have been set **[If option selected, disable others]**
15. In 2015-16, did your agency offer any training to improve employees' awareness of diversity and inclusion issues for any of the following: **Multiple response**
- 1 Gender
 - 2 Aboriginal and Torres Strait Islander on cultural competency
 - 3 People with disability (physical or intellectual)
 - 4 People from culturally and linguistically diverse backgrounds
 - 5 Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)
 - 6 Mental illness
 - 7 Other
 - 8 No diversity awareness training was offered **[If option selected, disable others]**
16. Which of the following measures do you use to monitor diversity in your organisation? **Multiple response**
- 1 Representation in the data
 - 2 Employee attitudes via surveys (other than the People Matter Employee Survey)
 - 3 Ability to attract diverse applicants
 - 4 Recruitment results
 - 5 Staff turnover
 - 6 Complaints and grievances in relation to diversity
 - 7 Levels of customer satisfaction
 - 8 Other
 - 9 No measures are in place to monitor diversity **[If option selected, disable others]**
17. To what extent does your agency have the following in place for improving disability inclusion:

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
a. Actively attract and recruit people with disability	O 1	O 2	O 3	O 4	O 5	O 6
b. Internships that target people with disability	O 1	O 2	O 3	O 4	O 5	O 6
c. Include people with disability in workforce plans / diversity and inclusion plans	O 1	O 2	O 3	O 4	O 5	O 6

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
d. Relationships with community disability organisations to promote employment	O 1	O 2	O 3	O 4	O 5	O 6
e. Make the workplace fully accessible (work design, building, technology, systems and policies) rather than waiting for individual requests for adjustments	O 1	O 2	O 3	O 4	O 5	O 6
f. Policy and procedures to make reasonable adjustments / workplace adjustments for people with disability	O 1	O 2	O 3	O 4	O 5	O 6
g. Track timeliness and efficacy of reasonable adjustments / workplace adjustments	O 1	O 2	O 3	O 4	O 5	O 6

18. To what extent does your agency have processes and practices in place to:

	Highly developed	Developed	Basic	Recognised	Not recognised	N/A
a. Increase Aboriginal employment levels agency-wide	O 1	O 2	O 3	O 4	O 5	O 6
b. Increase Aboriginal employment levels across a wider range of jobs	O 1	O 2	O 3	O 4	O 5	O 6
c. Deliver a pipeline for Aboriginal employees to achieve the Premier's Priority [of doubling the number of Aboriginal and Torres Strait Islander (Aboriginal people) from 65 to 130 senior leadership roles in the Government Sector by 2025]	O 1	O 2	O 3	O 4	O 5	O 6
d. Meet the new target of 1.8% Aboriginal staff at all underperforming salary bands	O 1	O 2	O 3	O 4	O 5	O 6
e. Retain Aboriginal employees	O 1	O 2	O 3	O 4	O 5	O 6
f. Increase investment in Aboriginal employee development	O 1	O 2	O 3	O 4	O 5	O 6
g. Provide mentoring and coaching for Aboriginal employees	O 1	O 2	O 3	O 4	O 5	O 6

19. Please indicate the number of Aboriginal and Torres Strait Islander people in executive positions in the top three levels of your agency.

Note: these numbers **should exclude** executive assistants or other support staff.

Please select 'N/A' if your agency does not have **any** executive role at a particular level.

Totals at each leadership Level in this table will be automatically calculated. We recommend checking these totals against those in question 20 to ensure the two tables have consistent headcounts.

Level	i Aboriginal people in identified roles	ii. Non-identified (mainstream) roles				iii. Not applicable [If option selected, disable others in row]
		I. Aboriginal people	II. Non- Aboriginal people	III. Not shared/ known		
a. Agency head (Level 1)	N=___	N=___	N=___	N=___	Autosum	O
b. Direct report/s to Agency head (Level 2)	N=___	N=___	N=___	N=___	Autosum	O
c. Direct report/s to Level 2 (Level 3)	N=___	N=___	N=___	N=___	Autosum	O

20. Please indicate the number of men and women in the top three levels of your agency's executive group.

Note: these numbers **should exclude** executive assistants or other support staff.

Select 'N/A' if your agency does not have **any** executive role at a particular level.

Totals at each leadership Level in this table will be automatically calculated. We recommend checking these totals against those in question 19 to ensure the two tables have consistent headcounts.

Level	i Male	ii. Female		iii. Not applicable [If option selected, disable others in row]
a. Agency head (Level 1)	N=___	N=___	Autosum	O
b. Direct report/s to Agency head (Level 2)	N=___	N=___	Autosum	O
c. Direct report/s to Level 2 (Level 3)	N=___	N=___	Autosum	O

21. Has workforce planning shown a requirement for incremental gender target/s at senior leadership levels to meet the Premier's Priority (of an aggregate sector target of 50% women at senior leadership levels by 2025)? **Single response**

- 1 Incremental target/s have been set, workforce planning completed
- 2 Target/s not required, workforce planning completed
- 3 Incremental targets have not been established but workforce planning for determining targets has commenced
- 4 No targets have been established and workforce planning for determining targets has not occurred
- 5 Not applicable

22. **[If q21=1]** If your agency has set incremental gender targets to meet the Premier’s Priority, which of the following practices are you using to achieve them? **Multiple response**
- 1 Practices to promote return to work after parental leave
 - 2 Pay equity audits at senior leadership levels
 - 3 Analysis of recruitment and promotion data (both applying and appointed) for gender distribution
 - 4 Identifying unconscious bias hotspots in agency data (e.g. recruitment, promotion rates for each gender)
 - 5 Other

C. Drivers of practice: workforce

Human resources reform

23. In 2015-16, did your agency apply the senior executive design principles when undertaking a restructure or when creating a new senior executive role?
- 1 The principles were fully applied
 - 2 The principles were partially applied (with Agency-head approved variations)
 - 3 The principles were not applied
 - 4 No restructures or new roles in this period
24. In 2015-16, what percentage of senior executives in your agency were assigned to another role within the same band: (if you are unable to provide **verified numbers** and are estimating, please ensure you check the ‘estimate only’ box as appropriate)

	i. Percentage (%)	ii. Estimate only?
a. within your agency?	_____%	<input type="radio"/>
b. in another public service agency?	_____%	<input type="radio"/>

Capability framework use

25. Has your agency embedded the following capability frameworks (i-iv) into the following areas (a-f)? **Multiple response**

Areas	Frameworks				
	i. 2013 NSW Public Sector Capability Framework	ii. Procurement Professionals Capability Set	iii. Finance Professionals Capability Set	iv. ICT Professionals Capability Set	v. None of the frameworks listed embedded in this area [If option selected, disable others in row]
a. Recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Performance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Development planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Workforce planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. How is your agency using the sector role descriptions? **Single response**

- 1 In accordance with the Action Guide (i.e. contextualising them according to your agency)
- 2 As a starting point only (i.e. with major variations)
- 3 We're not using them at all **[If option selected, disable others]**

Capability-based recruitment

27. How would you describe your agency's maturity in implementing these recruitment strategies and processes:

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
a. Strategies to enhance candidate perceptions of the agency as a good place to work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
b. Recruitment process evaluation for quality of hire (e.g. using new hire performance evaluations, turnover to retention, hiring manager satisfaction)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

28. Please rate on a spectrum of 1 to 5 your organisation's recruitment experiences during 2015-16. Please review the negative and positive statements at each end of the spectrums (a-j) before rating each facet of recruitment:

(Negative)	1	2	3 (Neutral)	4	5	(Positive)
a. Reactively filling roles	0	0	0	0	0	Effectively planning recruitment
b. Attracting too many unsuitable candidates	0	0	0	0	0	Attracting high-quality candidates with the right skills
c. Average time to fill increasing	0	0	0	0	0	Average time to fill decreasing
d. Employee retention decreasing	0	0	0	0	0	Employee retention increasing
e. No improvement in quality of hire	0	0	0	0	0	Evaluated improvements in quality of hire
f. NSW public sector brand negatively perceived by candidates	0	0	0	0	0	NSW public sector brand attracts candidates
g. Filling role-by-role on a needs basis only	0	0	0	0	0	Talent pools, mobility generally used to source talent
h. Assessment practices adversely affecting quality of hire	0	0	0	0	0	Rigorous assessment practices positively affecting quality of hire
i. Talent not identified or encouraged/ promoted	0	0	0	0	0	Building a talent pipeline
j. Many candidate complaints about the recruitment process	0	0	0	0	0	Few candidate complaints about the recruitment process

29. Which of the following best describes your agency's intention for its future use of the NSW Government Taleo (Oracle) e-recruitment system? **Single response**

- 1 Move off Taleo to our own system by end of 2016/17
- 2 Move off Taleo to our own system by end of 2017/18
- 3 Move off Taleo to our own system in the next 2 to 5 years
- 4 Stay on Taleo indefinitely / no plans to move in next 5 years
- 5 Not using NSW Government Taleo (Oracle) e-recruitment system

30. Which digital media channels does your agency **regularly** (at least 50% of the time) use to advertise roles? **Multiple response**

- 1 Seek.com or other commercial employment portals
- 2 Own agency website
- 3 *I work for NSW* website (jobs.nsw)
- 4 LinkedIn
- 5 Agency's Twitter channel
- 6 Agency's Facebook page
- 7 Another agency's Facebook page
- 8 Google +
- 9 Other
- 10 None of the above [**If option selected, disable others**]

Effective performance management

31. Does your agency have a system in place to monitor whether all employees have a formal performance review at least once a year?

O 1 Yes

O 2 No

32. Using the NSW Public Sector Performance Development Framework as a benchmark, please rate the maturity level of your agency's performance management practices for each component:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Sets and clarifies expectations for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
b. Sets and clarifies expectations for: Non-executive employees	O 1	O 2	O 3	O 4	O 5
c. Monitors employee performance for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
d. Monitors employee performance for: Non-executive employees	O 1	O 2	O 3	O 4	O 5
e. Plans and reviews employee performance for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
f. Plans and reviews employee performance for: Non-executive employees	O 1	O 2	O 3	O 4	O 5
g. Develops employee capability for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
h. Develops employee capability for: Non-executive employees	O 1	O 2	O 3	O 4	O 5
i. Recognises employee achievements for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
j. Recognises employee achievements for: Non-executive employees	O 1	O 2	O 3	O 4	O 5
k. Resolves unsatisfactory employee performance for: Executive/Organisational leaders	O 1	O 2	O 3	O 4	O 5
l. Resolves unsatisfactory employee performance for: Non-executive employees	O 1	O 2	O 3	O 4	O 5

33. Is your agency currently facing any of the following challenges to performance management practices? **Multiple response**
- O 1 Performance management is too time-consuming
 - O 2 Inconsistent implementation of practices across agency or cluster
 - O 3 Managers not seeing value of providing regular and quality feedback to employees
 - O 4 There are varying levels of capability among managers in applying performance management practices
 - O 5 Employees don't see the value in performance feedback discussions
 - O 6 Lack of commitment from senior executives/ people leaders in modelling quality practices
 - O 7 Challenges in managing unsatisfactory performance effectively
 - O 8 Technology inadequate to support practices
 - O 9 Other
 - O 10 No challenges to performance management **[If option selected, disable others]**
34. Is your agency building manager capability in performance management practices in any of these areas? **Multiple response**
- O 1 Planning and aligning employee work goals and development to organisational needs
 - O 2 Providing quality feedback to employees
 - O 3 Identifying areas that employees need to develop capabilities and/or build experience
 - O 4 Coaching and developing employees
 - O 5 Recognising employee efforts and achievements
 - O 6 Consistent approach to managing employee performance
 - O 7 Having difficult discussions
 - O 8 Managing unsatisfactory performance
 - O 9 Other
 - O 10 Agency not building manager capability in any area **[If option selected, disable others]**
35. How would you describe your agency's maturity in using the data gathered from its performance management process to inform each of the areas below?

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Using development plans to inform capability development initiatives	O 1	O 2	O 3	O 4	O 5
b. Identifying overall workforce capability strengths and gaps to inform workforce planning	O 1	O 2	O 3	O 4	O 5
c. Identifying people leader development needs	O 1	O 2	O 3	O 4	O 5
d. Identifying high-potential employees	O 1	O 2	O 3	O 4	O 5
e. Assigning people to roles	O 1	O 2	O 3	O 4	O 5
f. Mapping individual career aspirations to mobility opportunities	O 1	O 2	O 3	O 4	O 5
g. Identifying retention risks	O 1	O 2	O 3	O 4	O 5
h. Building succession-planning pipelines for critical roles	O 1	O 2	O 3	O 4	O 5

	Highly developed	Developed	Basic	Recognised	Not recognised
i. Developing and implementing diversity and inclusion opportunities	O 1	O 2	O 3	O 4	O 5
j. Reviewing recruitment efficacy	O 1	O 2	O 3	O 4	O 5
k. Role design review to ensure ongoing fit with organisational needs	O 1	O 2	O 3	O 4	O 5
l. Developing employee engagement strategies	O 1	O 2	O 3	O 4	O 5

Talent management and mobility

36. How well developed is your agency's talent management strategy?

- O 1 Highly developed
- O 2 Developed
- O 3 Basic
- O 4 Recognised
- O 5 Not recognised

37. Rank in order of importance the top 3 talent management strategy priorities for your agency, from the following list: **Rank up to three**

	Top 3 priorities
a. Attracting high-potential or high-performing candidates	
b. Recruiting high-potential or high-performing candidates	
c. Identifying high-potential or high-performing employees	
d. Retaining high-potential or high-performing employees	
e. Developing high-potential or high-performing employees	
f. Building capability in key business areas	
g. Building capability for critical roles	
h. Building leadership 'bench' strength (refers to the capabilities and readiness of potential successors to move into key leadership positions)	
i. Managing employee capacity effectively (e.g. where there is spare capacity to use employees in other areas)	

38. How mature are your agency's processes for identifying high-performing/potential employees (with defined eligibility criteria) in the following categories:

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
a. Executives	O 1	O 2	O 3	O 4	O 5	O 6
b. Executive feeder groups (Grades 9/10, 11/12 and above or equivalent)	O 1	O 2	O 3	O 4	O 5	O 6
c. Other managers/supervisors	O 1	O 2	O 3	O 4	O 5	O 6

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
d. Graduates	O 1	O 2	O 3	O 4	O 5	O 6
e. Other employees	O 1	O 2	O 3	O 4	O 5	O 6

39. Please indicate which challenges your agency has experienced in fully implementing its talent management strategy: **Multiple response**

- O 1 Identifying top talent
- O 2 Attracting talent
- O 3 Losing talent to other agencies/private sector
- O 4 Adequate development opportunities within the agency
- O 5 Employee appetite for mobility
- O 6 Implemented framework and/or resources for managing talent
- O 7 HCM system to capture and report on talent management and capability data
- O 8 Other
- O 9 No challenges experienced [**If option selected, disable others**]
- O 10 No talent management strategy has yet been implemented [**If option selected, disable others**]

40. How mature is your agency's implementation of mobility strategies for the following:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Promotion of internal development opportunities to fulfil capability gaps internally	O 1	O 2	O 3	O 4	O 5
b. Participation in a sector-wide approach to mobility (e.g. accessing talent pools from other clusters, people leader active support for employees looking outside current area in development goals)	O 1	O 2	O 3	O 4	O 5

41. How mature are your agency's mobility practices for the following:

	Highly developed	Developed	Basic	Recognised	Not recognised	N/A
a. Assigning non-executive employees to different roles	O 1	O 2	O 3	O 4	O 5	O 6
b. Assigning senior executive employees to different roles	O 1	O 2	O 3	O 4	O 5	O 6
c. Using temporary assignments for non-executive employees to meet short-term organisational needs or as development opportunities	O 1	O 2	O 3	O 4	O 5	O 6
d. Using temporary assignments for senior executive employees to meet short-term organisational needs or as development opportunities	O 1	O 2	O 3	O 4	O 5	O 6

Workforce planning

42. How would you describe your agency's maturity in using workforce planning for the following:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Planning for the configuration of capabilities and roles currently needed to deliver on services	O 1	O 2	O 3	O 4	O 5
b. Planning for the configuration of capabilities and roles needed to deliver on services 3+ years into the future	O 1	O 2	O 3	O 4	O 5
c. Planning the mix of different employment types (e.g. temporary, permanent, contingent labour)	O 1	O 2	O 3	O 4	O 5
d. Addressing succession planning for future leadership roles in your agency	O 1	O 2	O 3	O 4	O 5
e. Driving the employee retention, development and acquisition strategies needed	O 1	O 2	O 3	O 4	O 5
f. Identifying key workforce management priorities	O 1	O 2	O 3	O 4	O 5
g. Addressing the needs of an ageing workforce	O 1	O 2	O 3	O 4	O 5

43. Does your organisation offer any of the following flexible work arrangements to employees?

Multiple response

- O 1 Flexible start and finish times
- O 2 Working more hours over fewer days (compressed hours)
- O 3 Working additional hours to make up for time off
- O 4 Flexible scheduling for rostered workers
- O 5 Part-time work
- O 6 Job sharing
- O 7 Working from different locations
- O 8 Working from home
- O 9 Breaks from work including paid parental and carer's leave
- O 10 Purchasing annual leave
- O 11 Career breaks
- O 12 Leave without pay
- O 13 Study leave
- O 14 Other

44. What are the three most significant barriers you have identified to the take-up of flexible working arrangements? **Select up to 3 options**

- O 1 No enabling policy exists
- O 2 Inadequate options in the current policy
- O 3 Individual manager resistance
- O 4 Limited role modelling of flexibility from individual managers/leaders

- O 5 Cost/access to enabling technology
- O 6 Suitability for service type
- O 7 Current industrial arrangements
- O 8 Other
- O 9 No significant barriers have been identified [If option selected, disable others]

45. Does your agency engage in the following levels of analysis of workforce data (i-vi) in these areas (a-f): **Multiple response**

Area	Analysis type						
	i. Reporting collecting and reporting raw data	ii. Analysing combining and integrating raw data into higher-level indicators	iii. Linking using a full range of available data (beyond HR data) and linking all relevant data sets to organisational outcomes to identify gaps	iv. Testing developing and testing hypotheses or using data in an effort to identify root causes of outcomes	v. Forecasting using modelling, trends and relationships between different pieces of data to predict future outcomes	vi. Benchmarking comparing your agency's data with other organisations	vii. No analysis in this area [If option selected, disable others in row]
a. Recruitment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Performance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Development planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Workforce planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Talent mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D. Drivers of practice: operations

Managing change

46. In 2015-16, has your agency experienced significant workplace change (that is, affecting more than 10% of your workforce) in any of the following areas? **Multiple response**
- O 1 Change in the agency's work priorities
 - O 2 Change in the agency's type of work
 - O 3 Organisational restructure
 - O 4 Significant change in staffing numbers
 - O 5 Other
 - O 6 No significant workplace change in the last 12 months **[If option selected, disable others]**
47. How would you describe your agency's maturity (typically, not just in relation to change in the last 12 months) in using the following approaches to manage and achieve major workplace change:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Change management plans and change impact assessments that include a link with agency objectives	O 1	O 2	O 3	O 4	O 5
b. Resources such as change champions and/or change agent networks to support transition and encourage input	O 1	O 2	O 3	O 4	O 5
c. Strategies for change leadership that detail how leaders will communicate the change, evaluate progress and assess employee engagement	O 1	O 2	O 3	O 4	O 5
d. A formal mechanism for assessing change readiness before the action plan is implemented	O 1	O 2	O 3	O 4	O 5
e. Processes to identify impacted stakeholders (e.g. stakeholder mapping)	O 1	O 2	O 3	O 4	O 5
f. Face-to-face communication between senior managers leading the change and affected employees	O 1	O 2	O 3	O 4	O 5
g. Tailored communications for employees affected by the change to support change initiatives	O 1	O 2	O 3	O 4	O 5
h. Training programs for employees affected by the change to support change initiatives	O 1	O 2	O 3	O 4	O 5
i. Managers are assessed on their success in managing change	O 1	O 2	O 3	O 4	O 5
j. Formal mechanisms to monitor the success of the implementation of the change at the 'local' level (specific affected area)	O 1	O 2	O 3	O 4	O 5

Productivity and innovation

48. How would you describe your agency's maturity in using the following to improve productivity and efficiency: [Productivity initiatives seek to improve the amount of output produced per unit of required input, such as labour (typically) or capital. It is measured at the core activity or service level in each agency. Advanced measures allow it to be adjusted to account for customer experience or output quality. Efficiency initiatives seek to lower input costs per unit of output.]

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Identifying productivity focus areas and goals and implementing strategies to achieve them	O 1	O 2	O 3	O 4	O 5
b. Measuring organisational input cost drivers and output costs to establish a productivity baseline (e.g. using performance measures that assist comparability, activity-based costing and having reliable data on service costs)	O 1	O 2	O 3	O 4	O 5
c. Benchmarking organisational performance against peers	O 1	O 2	O 3	O 4	O 5
d. Undertaking systematic reviews, management and improvement of processes to improve efficiency and effectiveness	O 1	O 2	O 3	O 4	O 5
e. Actively enabling a culture that focuses on productivity (e.g. encouraging a culture of continuous improvement, efficiency and effectiveness)	O 1	O 2	O 3	O 4	O 5
f. Increasing the contestability of service provision (introducing the possibility of more competition internally or externally; developing the ability to benchmark costs; developing the ability to realise benefits)	O 1	O 2	O 3	O 4	O 5
g. Achieving transformative change via the adoption of new technologies (e.g. customer self-service, automating transactional or complex activities, using data to predict or target services better)	O 1	O 2	O 3	O 4	O 5
h. Improving role design flexibility to meet changing needs	O 1	O 2	O 3	O 4	O 5
i. Implementing generic role descriptions and common capabilities to allow movement of staff across multiple functions/services	O 1	O 2	O 3	O 4	O 5
j. Evaluating policies and programs to establish if they are still achieving their aims	O 1	O 2	O 3	O 4	O 5

49. How would you describe your agency’s maturity in using these practices to foster a culture of innovation: [Innovation can be defined as generating and implementing new ideas; changing or creating more effective processes or ways of doing things; or adapting to change. It can be incremental, substantial or radical. It can be achieved through technology or by following a targeted strategic process.]

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Leadership empowers staff and any partners to innovate and learn from each other to improve services	O 1	O 2	O 3	O 4	O 5
b. Established structures and processes to support appropriate innovation	O 1	O 2	O 3	O 4	O 5
c. Allocated people and resources to drive innovation	O 1	O 2	O 3	O 4	O 5

50. Please briefly describe an **example of an excellent or innovative initiative** that has been successfully implemented by your agency that relates to the topics in this survey. This may be used in the State of the NSW Public Sector Report 2016. Please also provide details of a contact person who can give further information on this initiative. **Optional question**

.....

- i. Name:.....
- ii. Contact phone number:.....
- iii. Contact email address:.....

Collaboration and partnering

51. How mature would you describe your agency’s practices for identifying and acting on opportunities for cross-entity collaboration? [Collaboration can be defined as more than one party within the public sector or within and beyond the public sector working together in the areas of policy development, service design or service delivery. It can also include a mutually developed common purpose, joint authority and control, along with shared resources, risks and benefits.]

- O 1 Highly developed
- O 2 Developed
- O 3 Basic
- O 4 Recognised
- O 5 Not recognised

52. Please indicate which of the following broad stakeholder groups (a-g) your agency has **formally collaborated with** during 2015-16, in relation to each of the following functions (i-iv).

Multiple response

Stakeholder groups	Functions				
	i. Policy development	ii. Regulatory	iii. Program design and management	iv. Service delivery	v. N/A [If option selected, disable others in row]
a. Within your agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Other NSW public sector agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Other State and Territory public sector agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Federal government agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Local government agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Not-for-profit organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

53. Please indicate which of the following broad stakeholder groups (a-g) your agency has had **formal partnerships** in place with during 2015-16, in relation to each of the following functions (i-v): **Multiple response**

Stakeholder groups	Functions					
	i. Increase innovation	ii. Leverage services, programs or infrastructure to gain efficiencies in service provision	iii. Leverage services, programs or infrastructure to gain effectiveness in service provision	iv. Learn about new markets or technologies	v. Other	vi. N/A [If option selected, disable others in row]
a. Within your agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Other NSW public sector agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Other State and Territory public sector agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Federal government agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Local government agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Not-for-profit organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E. Outcomes

The following questions seek to understand how an agency's use and maturity of the practices described in the previous questions are impacting the agency's performance and outcomes. Most questions are only asked of agencies who service individual customers or organisations in the private/not-for-profit sectors.

Customer service

54. Which of the following best describes the **main** type of customer relationship that your agency services? **Single Response**
- O 1 Government-to-individual (individual customers or organisations in the private/not-for-profit sectors)
 - O 2 Government-to-government (local, State or Federal) **[Please skip to q57]**
 - O 3 Both government-to-individual and government-to-government equally
 - O 4 Other **[Please skip to q57]**
55. How would you describe your agency's maturity in using the following customer service optimisation strategies:

	Highly developed	Developed	Basic	Recognised	Not recognised
a. Using customer insights to drive business process design	O 1	O 2	O 3	O 4	O 5
b. Assessing the following prospective employees on their ability to achieve a high level of customer service:					
i. customer-facing employees	O 1	O 2	O 3	O 4	O 5
ii. all other employees	O 1	O 2	O 3	O 4	O 5
iii. management and above	O 1	O 2	O 3	O 4	O 5
c. Using customer service as a key performance indicator for customer-facing employees	O 1	O 2	O 3	O 4	O 5
d. Using improvements in customer satisfaction as a key performance indicator for senior managers	O 1	O 2	O 3	O 4	O 5
e. Providing refresher training to employees on delivering a high level of customer service	O 1	O 2	O 3	O 4	O 5
f. Regularly (e.g. at least once a year) collecting customer feedback from all major customer groups (in addition to the Whole-of-Government Customer Satisfaction Measurement Survey)	O 1	O 2	O 3	O 4	O 5
g. Using customer data (including the Whole-of-Government survey) to evolve the agency offering and ensure effective ongoing service delivery	O 1	O 2	O 3	O 4	O 5

	Highly developed	Developed	Basic	Recognised	Not recognised
h. Using feedback from customers on performance and expectations to identify the knowledge and skills development required by your internal workforce	O 1	O 2	O 3	O 4	O 5
i. Collecting objective business data (e.g. call handle times, correspondence delays) that provides information on the customer experience	O 1	O 2	O 3	O 4	O 5
j. Improving complaints handling	O 1	O 2	O 3	O 4	O 5
k. Obtaining employees' ideas for ways to improve customer service	O 1	O 2	O 3	O 4	O 5
l. Benchmarking your agency's customer service against other organisations	O 1	O 2	O 3	O 4	O 5

56. Have your agency's customer satisfaction targets been met? **Single Response**

- O 1 On target
- O 2 Below target
- O 3 Exceeded our target
- O 4 No targets set

Effective service delivery

57. How would you describe your agency's maturity in using the following service delivery improvement strategies:

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
a. Documenting processes/systems to ensure that all parts of your delivery chain understand the required customer/client outcomes and articulate the impact of poor service on all involved	O 1	O 2	O 3	O 4	O 5	O 6
b. Aligning service delivery plans to each other and strategic goals	O 1	O 2	O 3	O 4	O 5	O 6
c. Implementing organisational performance indicators (KPIs) for service delivery quality	O 1	O 2	O 3	O 4	O 5	O 6
d. Evaluating the channels on which your services are delivered (e.g. digital, face-to-face, phone, third party) to ensure they are the most simple and effective	O 1	O 2	O 3	O 4	O 5	O 6

	Highly developed	Developed	Basic	Recognised	Not recognised	No responsibility
e. Ensuring that each channel used for service delivery (e.g. digital, face-to-face, phone, third-party) provides a consistent customer experience	O 1	O 2	O 3	O 4	O 5	O 6

58. [If q57c=1, 2 or 3] Please rate on a scale of 0 to 10 how your agency is progressing in meeting your organisational performance indicators for service delivery quality, where 0 equals not at all, 5 equals meeting all targets, and 10 equals exceeded all targets:

0 No KPIs met	1	2	3	4	5 Meeting all targets	6	7	8	9	10 Exceeding all targets
0	0	0	0	0	0	0	0	0	0	0

On the horizon

59. Please identify the current top five organisational capability **strengths** of your agency. **Select up to 5**

- O 1 Leadership quality
- O 2 Employee engagement initiatives
- O 3 Ethical conduct
- O 4 Diversity and inclusion goal achievement
- O 5 Integration of capability frameworks into workforce practices
- O 6 Identifying the impact of capability shortages on service delivery
- O 7 Improvement of recruitment processes
- O 8 Effective performance management practices
- O 9 Maturity of talent management practices
- O 10 Maturity of mobility practices
- O 11 Our data quality and analysis
- O 12 The way we manage change
- O 13 Our productivity rates
- O 14 How much we innovate
- O 15 Our collaboration/partnering
- O 16 Effective service delivery
- O 17 Use of data and analytics to make evidence-based decisions
- O 18 Customer experience management
- O 19 Technology improvements
- O 20 Strategy development and implementation
- O 21 Policy development/ its integration into the agency
- O 22 Other

60. Please identify the current top five organisational capability **gaps** in your agency. **Select up to 5**

- O 1 Building leadership quality
- O 2 Improving employee engagement
- O 3 Improving ethical conduct
- O 4 Achieving diversity and inclusion goals

- 5 Integrating capability frameworks into workforce practices
- 6 Identifying the impact of capability shortages on service delivery
- 7 Improving recruitment processes
- 8 Embedding effective performance management practices
- 9 Enhancing maturity of talent management practices
- 10 Enhancing maturity of mobility practices
- 11 Improving data quality
- 12 Improving the way we manage change
- 13 Improving productivity rates
- 14 Improving how much we innovate
- 15 Undertaking more collaboration/partnering
- 16 More effective service delivery
- 17 More use of data and analytics to make evidence-based decisions
- 18 Improving customer experience
- 19 Improving technology
- 20 Better strategy development and implementation
- 21 Better policy development/ integration into the agency
- 22 Other

61. Please identify the current top five organisational capability **build priorities** for your agency over the next 12 months. **Select up to 5**

- 1 Building leadership quality
- 2 Improving employee engagement
- 3 Improving ethical conduct
- 4 Achieving diversity and inclusion goals
- 5 Integrating capability frameworks into workforce practices
- 6 Identifying the impact of capability shortages on service delivery
- 7 Improving recruitment processes
- 8 Embedding effective performance management practices
- 9 Enhancing maturity of talent management practices
- 10 Enhancing maturity of mobility practices
- 11 Improving data quality
- 12 Improving the way we manage change
- 13 Improving productivity rates
- 14 Improving how much we innovate
- 15 Undertaking more collaboration/partnering
- 16 More effective service delivery
- 17 More use of data and analytics to make evidence-based decisions
- 18 Improving customer experience
- 19 Improving technology
- 20 Better strategy development and implementation
- 21 Better policy development/ integration into the agency
- 22 Other