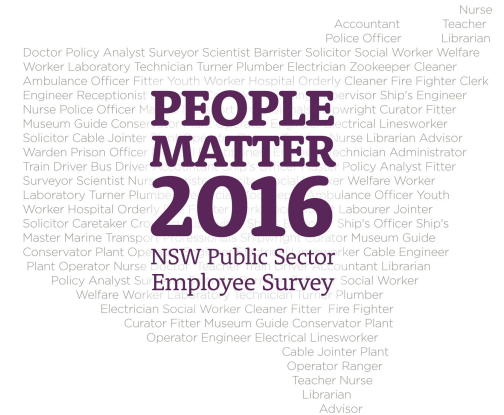


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Treasury

## NSW Treasury Corporation (TCorp)

## CONTENTS OF REPORT

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## RESPONSE RATE

# >100%

**149 RESPONSES  
OUT OF 142 EMPLOYEES**

**RESPONSE RATE ABOVE 100%. SEE NOTES**

## ENGAGEMENT INDEX

# 72%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **68%**



## ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

## RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

# QUESTION HEADLINES



## HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

1h. I look for ways to perform my job more effectively	95%
2i. People in my workgroup treat customers/clients with respect	93%
7b. My organisation strives to match services to customer/client needs	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	92%
2a. My workgroup strives to achieve customer/client satisfaction	91%
2e. I receive help and support from other members of my workgroup	91%
5k. My manager treats employees with dignity and respect	91%
7c. My organisation strives to earn and sustain a high level of public trust	91%
7a. My organisation provides high quality services	90%
2d. People in my workgroup have the appropriate skills to do the job well	89%



## LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

3k. I would like to work in another agency within the NSW Public Sector during my career	30%
3j. I am satisfied with the opportunities available for career development in my organisation	53%
5q. My manager would help me to broaden my experience by supporting my movement to another organisation	54%
7h. People in my organisation take responsibility for their own actions	56%
4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	57%
8j. How satisfied are you with your ability to access and use flexible working arrangements?	59%
7m. Recruitment and promotion decisions in this organisation are generally fair	59%
4a. I am paid fairly for the work I do	60%
5n. My manager appropriately deals with employees who perform poorly	61%
7g. There is good co-operation between teams across our organisation	61%



## YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below NSW Treasury Corporation (TCorp), using the same key question groups.

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

	NSW Treasury Corporation (TCorp)	Finance, Strategy & Change, Settlements	Funding & Balance Sheet, Clients & Services	HR, Risk, Legal, Bus. Services, CEO office	Investment Management	IT
NUMBER OF RESPONDENTS	149	22	20	29	41	34
ENGAGEMENT	72%	74%	78%	72%	69%	71%
SENIOR MANAGERS	66%	65%	79%	67%	69%	60%
COMMUNICATION	76%	68%	85%	82%	82%	69%
HIGH PERFORMANCE	79%	80%	84%	82%	81%	72%
PUBLIC SECTOR VALUES	80%	77%	85%	82%	82%	78%
DIVERSITY & INCLUSION	78%	79%	80%	83%	80%	71%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT  
OFF LIMIT OF 10 RESPONDENTS



## EXPLORE THE FULL SURVEY RESULTS

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

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

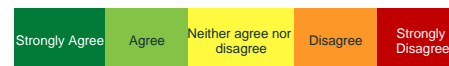
Some key comparisons are provided.

### ENGAGEMENT

**72%** RESPONSE SCALE

		AGREEMENT %	PMES 2014	TREASURY	SECTOR
Q7o. I would recommend my organisation as a great place to work	24 55 17	79%	84%	66%	60%
Q7p. I am proud to tell others I work for my organisation	30 53 14	83%	84%	74%	68%
Q7q. I feel a strong personal attachment to my organisation	19 42 31 8	61%	76%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	19 54 21	73%	75%	63%	55%
Q7s. My organisation inspires me to do the best in my job	19 48 26	67%	72%	61%	55%

#### KEY





## EXPLORE THE FULL SURVEY RESULTS

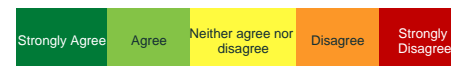
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Some key comparisons are provided.

ENGAGEMENT WITH WORK		82% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1g. My job gives me a feeling of personal accomplishment	<div><div>26</div><div>53</div><div>15</div><div></div></div>	79%	73%	76%	
Q1h. I look for ways to perform my job more effectively	<div><div>45</div><div>50</div><div></div><div></div></div>	95%	95%	95%	
Q1i. I feel motivated to contribute more than what is normally required at work	<div><div>32</div><div>48</div><div>13</div><div></div></div>	80%	76%	76%	
Q1j. I am satisfied with my job at the present time	<div><div>21</div><div>51</div><div>19</div><div>7</div></div>	72%	64%	63%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

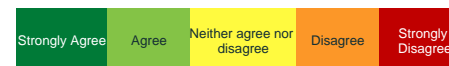
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Some key comparisons are provided.

<div> <div>SENIOR MANAGERS</div> <div>66% RESPONSE SCALE</div> </div>					AGREEMENT %	TREASURY	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	57	19	11	67%	62%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	53	23	10	64%	54%	43%
Q6c. I feel that senior managers model the values of my organisation	13	53	24		66%	58%	48%
Q6d. Senior managers encourage innovation by employees	12	52	22	12	64%	59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	50	24	10	64%	66%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	60	18		76%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	55	22	9	68%	58%	44%
Q6h. I feel that senior managers listen to employees	11	53	23	9	64%	53%	39%
Q7f. I feel that change is handled well in my organisation	13	49	23	12	63%	45%	41%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

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### COMMUNICATION

**76%** RESPONSE SCALE

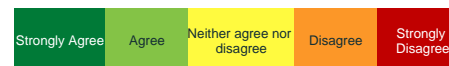
AGREEMENT %

TREASURY

SECTOR

Q5e. My manager communicates effectively with me	29	53	9	9	82%	75%	69%
Q5f. My manager encourages and values employee input	31	54	10		85%	79%	69%
Q5g. My manager involves my workgroup in decisions about our work	25	49	20		74%	72%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	13	55	22	9	68%	58%	44%
Q6h. I feel that senior managers listen to employees	11	53	23	9	64%	53%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	63	10		85%	80%	69%

#### KEY



# ALL QUESTIONS



## EXPLORE THE FULL SURVEY RESULTS

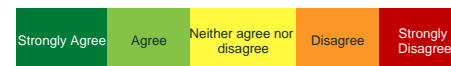
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Some key comparisons are provided.

HIGH PERFORMANCE		79% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1a. I understand what is expected of me to do well in my role	<div><div>28</div><div>59</div><div>9</div></div>	86%	82%	90%	
Q1b. I have the tools I need to do my job effectively	<div><div>19</div><div>59</div><div>10</div><div>10</div></div>	78%	73%	70%	
Q1c. I get the information I need to do my job well	<div><div>14</div><div>62</div><div>15</div><div>9</div></div>	76%	65%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	<div><div>28</div><div>56</div><div>14</div></div>	84%	84%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	<div><div>29</div><div>47</div><div>16</div></div>	76%	77%	69%	
Q2b. People in my workgroup use time and resources efficiently	<div><div>28</div><div>52</div><div>13</div></div>	80%	74%	70%	
Q2c. My team works collaboratively to achieve its objectives	<div><div>38</div><div>51</div></div>	89%	82%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	<div><div>35</div><div>54</div><div>7</div></div>	89%	82%	76%	
Q3h. I have received appropriate training and development to do my job well	<div><div>22</div><div>57</div><div>16</div></div>	80%	63%	63%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

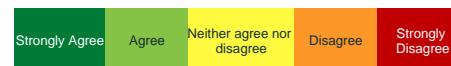
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Some key comparisons are provided.

HIGH PERFORMANCE				79% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	57	10		83%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	53	20		74%	68%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	57	14		82%	73%	65%
Q5j. I have confidence in the decisions my line manager makes	31	47	18		78%	73%	67%
Q6d. Senior managers encourage innovation by employees	12	52	22	12	64%	59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	50	24	10	64%	66%	52%
Q7d. My organisation focuses on improving the work we do	30	56	10		86%	81%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	24	54	17		78%	72%	62%
Q7g. There is good co-operation between teams across our organisation	17	44	21	14	61%	53%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

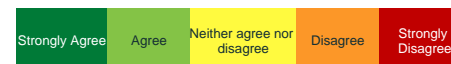
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HIGH PERFORMANCE				79% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q7n. My organisation generally selects capable people to do the job	14	63	17		77%	62%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	53	18		76%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	34	58			92%	91%	85%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

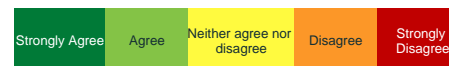
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		80% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR	
Q2a. My workgroup strives to achieve customer/client satisfaction	43	48	91%	90%	85%	
Q2b. People in my workgroup use time and resources efficiently	28	52	13	80%	74%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	34	51	9	84%	81%	67%
Q2h. People in my workgroup treat each other with respect	40	48	8	87%	84%	72%
Q2i. People in my workgroup treat customers/clients with respect	43	50		93%	92%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	57	10	83%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	53	20	74%	68%	64%
Q5d. My manager listens to what I have to say	32	52	10	84%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	31	48	15	79%	72%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

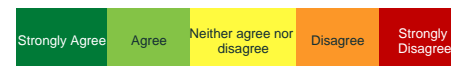
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		80% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q5k. My manager treats employees with dignity and respect	41	50	91%	84%	76%
Q5l. My manager talks to me about how the values apply to my work	24	45	69%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	57	67%	62%	47%
Q6c. I feel that senior managers model the values of my organisation	13	53	66%	58%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	60	76%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	55	68%	58%	44%
Q6h. I feel that senior managers listen to employees	11	53	64%	53%	39%
Q7a. My organisation provides high quality services	37	53	90%	86%	80%
Q7b. My organisation strives to match services to customer/client needs	35	58	93%	83%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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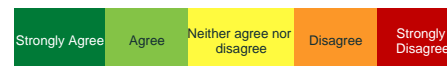
Some key comparisons are provided.

## PUBLIC SECTOR VALUES

**80%** RESPONSE SCALE

		AGREEMENT %	TREASURY	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	42 49 8	91%	86%	83%
Q7d. My organisation focuses on improving the work we do	30 56 10	86%	81%	76%
Q7h. People in my organisation take responsibility for their own actions	16 40 26 15	56%	51%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	22 63 12	85%	70%	63%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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## DIVERSITY & INCLUSION

**78%** RESPONSE SCALE

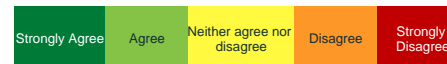
AGREEMENT %

TREASURY

SECTOR

Q1f. I am provided with the support I need to optimise my contribution at work	18	53	20	7	70%	63%	59%
Q5d. My manager listens to what I have to say	32	52	10		84%	79%	73%
Q5f. My manager encourages and values employee input	31	54	10		85%	79%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	26	50	18		76%	73%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	31	48	15		79%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	46	29		62%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	29	58	8		87%	81%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	22	53	18		76%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	63	10		85%	80%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

## DIVERSITY & INCLUSION

**78%** RESPONSE SCALE

Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes



92%

91%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?  
*Response scale Very satisfied - Very unsatisfied*

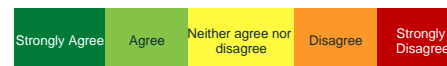


59%

67%

58%

### KEY





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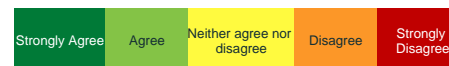
Some key comparisons are provided.

### RECRUITMENT

**66%** RESPONSE SCALE

				AGREEMENT %	TREASURY	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	11	51	28	62%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	46	30	59%	42%	41%
Q7n. My organisation generally selects capable people to do the job	14	63	17	77%	62%	51%

#### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

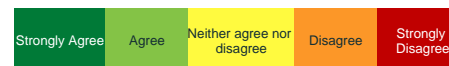
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Some key comparisons are provided.

## EMPLOYEE VALUE PROPOSITION 60% RESPONSE SCALE

				AGREEMENT %	TREASURY	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	46	30	65%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	38	39	54%	61%	53%
Q7g. There is good co-operation between teams across our organisation	17	44	21	61%	53%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**72%** RESPONSE SCALE

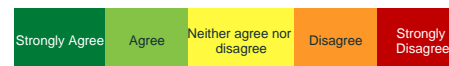
AGREEMENT %

TREASURY

SECTOR

Q3a. I have a current performance plan that sets out my individual objectives	25	61	10	86%	77%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	26	52	11	78%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	26	48	15	74%	66%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	22	54	14	76%	65%	59%
Q3e. My performance is assessed against clear criteria	14	61	11	76%	58%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	30	51	14	82%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required	25	57	10	82%	66%	60%
Q3h. I have received appropriate training and development to do my job well	22	57	16	80%	63%	63%
Q3i. I have a strong desire to advance my career	43	44	10	87%	82%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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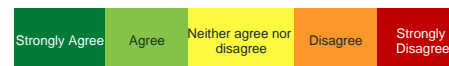
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**72%** RESPONSE SCALE

		AGREEMENT %	TREASURY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	<div><div>13</div><div>40</div><div>26</div><div>16</div></div>	53%	44%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	<div><div>9</div><div>20</div><div>47</div><div>17</div></div>	30%	50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	<div><div>32</div><div>45</div><div>16</div></div>	77%	76%	67%
Q5n. My manager appropriately deals with employees who perform poorly	<div><div>16</div><div>45</div><div>28</div><div>8</div></div>	61%	47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	<div><div>29</div><div>49</div><div>16</div></div>	78%	69%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	<div><div>18</div><div>46</div><div>30</div></div>	65%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	<div><div>17</div><div>38</div><div>39</div></div>	54%	61%	53%
Q7j. My organisation is committed to developing its employees	<div><div>23</div><div>59</div><div>12</div></div>	82%	66%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

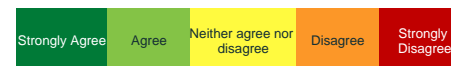
Some key comparisons are provided.

### MOBILITY

**50%** RESPONSE SCALE

						AGREEMENT %	TREASURY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	9	20	47	17		30%	50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	46	30			65%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	38	39			54%	61%	53%

#### KEY





EXPLORE THE FULL SURVEY RESULTS

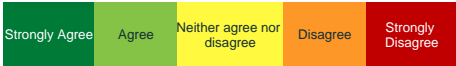
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PAY & BENEFITS		58% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q4a. I am paid fairly for the work I do		9	51	19	16	60%	64%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		8	49	20	18	57%	63%	60%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

### DIVERSITY GROUPS

**79%** RESPONSE SCALE

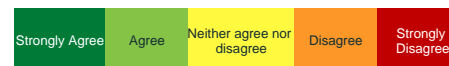
AGREEMENT %

TREASURY

SECTOR

Q8b. Cultural background is not a barrier to success in my organisation	33	51	13	83%	80%	77%
Q8c. Age is not a barrier to success in my organisation	31	50	15	81%	70%	71%
Q8d. Disability is not a barrier to success in my organisation	28	45	25	73%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	30	50	19	80%	79%	76%
Q8f. Gender is not a barrier to success in my organisation	31	47	18	77%	77%	74%

#### KEY







## EXPLORE THE FULL SURVEY RESULTS

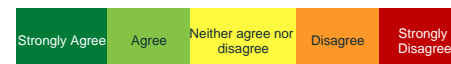
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT					79% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	18	53	20	7	70%	63%	59%	
Q1k. I am able to keep my work stress at an acceptable level	20	54	15	7	74%	69%	58%	
Q1l. My workload is acceptable	16	57	11	11	73%	68%	55%	
Q2e. I receive help and support from other members of my workgroup	34	57			91%	87%	80%	
Q2f. There is good team spirit in my workgroup	38	44	10		82%	79%	67%	
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	22	62	9		83%	75%	56%	

### KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

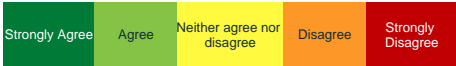
62% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



AGREEMENT %	TREASURY	SECTOR
62%	58%	32%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

### WORKPLACE CONDUCT

**75%** RESPONSE SCALE

AGREEMENT %

TREASURY

SECTOR

Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest



85%

70%

63%

Q9b. I have confidence in the ways my organisation resolves grievances



64%

47%

43%

Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing

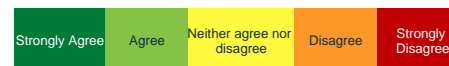


77%

60%

49%

#### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY		RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?					
More interesting and challenging work			62%	65%	46%
Better skills in my workgroup			25%	23%	27%
Improved career opportunities			58%	59%	52%
Improved learning and development opportunities			42%	46%	50%
Greater involvement in decision making			36%	42%	33%
Better pay and benefits			70%	55%	58%
Greater recognition for the work I do			36%	41%	45%
Better leadership from senior managers			26%	36%	39%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		17%	25%	27%
Better accountability for performance		27%	28%	25%
A better location		14%	13%	20%
More flexible working conditions		40%	35%	38%
Better work/life balance		43%	41%	46%
Improved facilities		16%	14%	30%
Improved technology and systems		29%	26%	38%
Better job security		29%	38%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes	<div></div>	79%	67%	72%
No	<div></div>	15%	28%	24%
Don't Know	<div></div>	6%	5%	4%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

### UNACCEPTABLE CONDUCT

#### RESPONSE SCALE

AGREEMENT%

TREASURY

SECTOR

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes



5%

12%

25%

No



86%

78%

64%

Don't Know



9%

10%

11%

**Q10b.** Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes

The data for this question has been hidden for anonymity reasons.

No


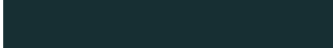




The data for this question has been hidden for anonymity reasons.



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		9%	21%	35%
No		83%	70%	58%
Don't Know		8%	9%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		6%	10%	20%
No		89%	84%	75%
Don't Know		4%	6%	5%





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager	The data for this question has been hidden for anonymity reasons.			
A fellow worker at your level	The data for this question has been hidden for anonymity reasons.			
A subordinate	The data for this question has been hidden for anonymity reasons.			
Prefer not to say	The data for this question has been hidden for anonymity reasons.			



## EXPLORE THE FULL SURVEY RESULTS

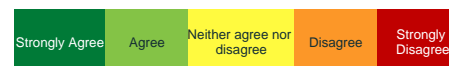
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

TREASURY QUESTIONS	RESPONSE SCALE				AGREEMENT %	TREASURY
Q1. I understand how the organisation strategy applies to my role	19	66	13		84%	77%
Q2. I believe our organisation provides the right communication to the right people at the right time	12	51	23	11	64%	54%
Q3. My senior manager enables me to be successful in my role	19	54	20		73%	63%
Q4. I feel valued and recognised for my contributions	17	55	16	10	72%	61%

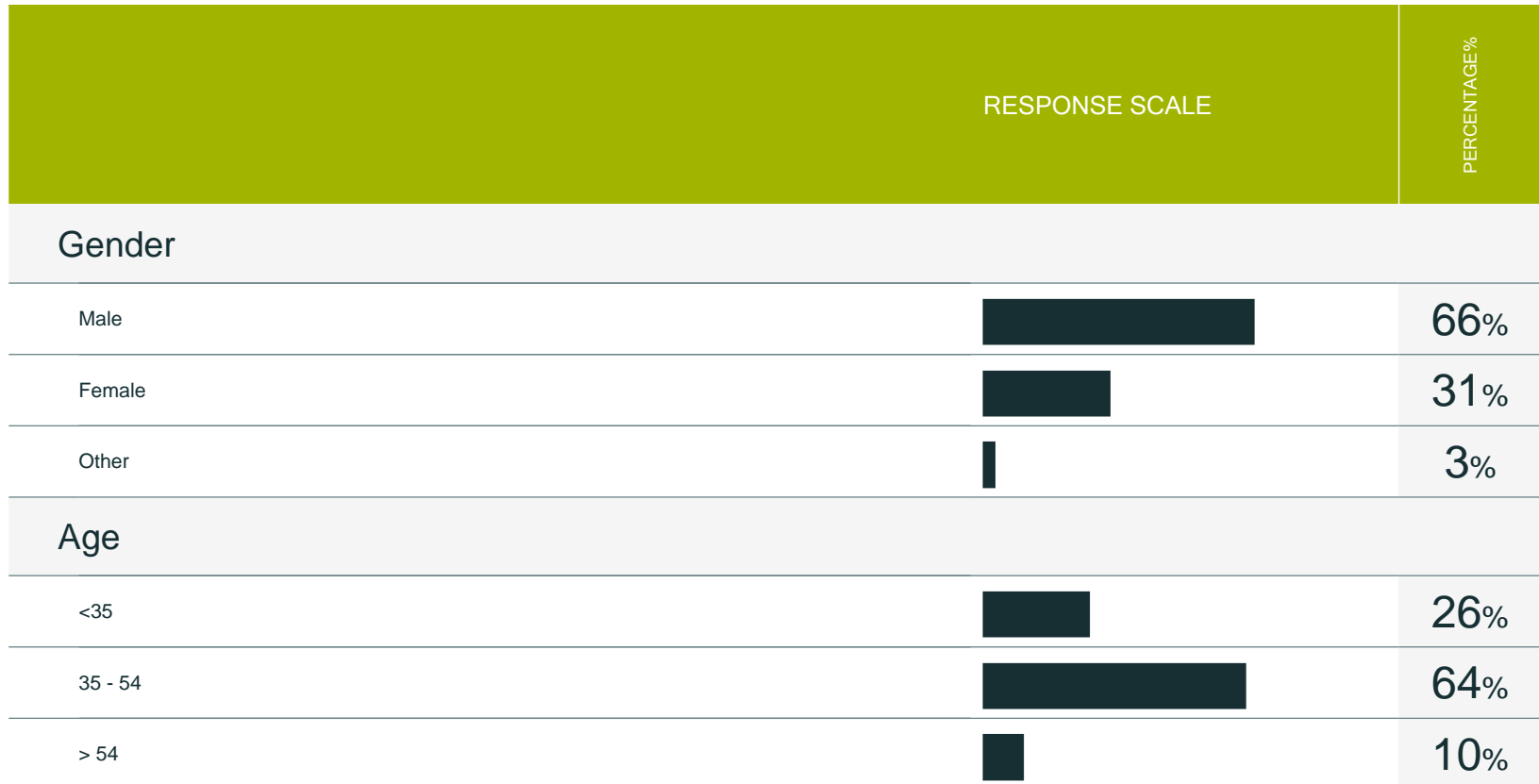
### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

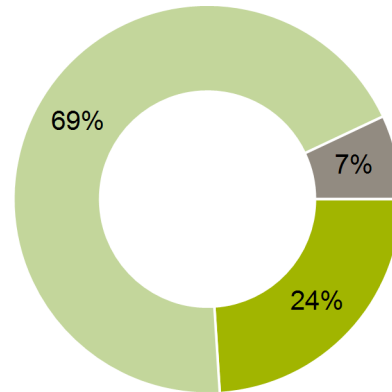


# PROFILE OF RESPONDENTS

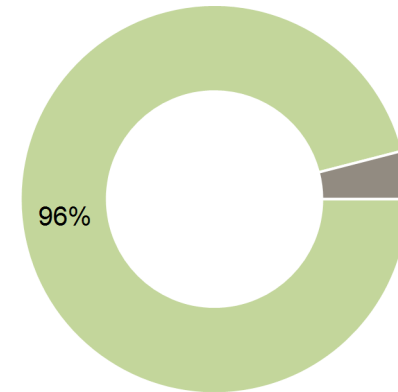


## PERSONAL PROFILES

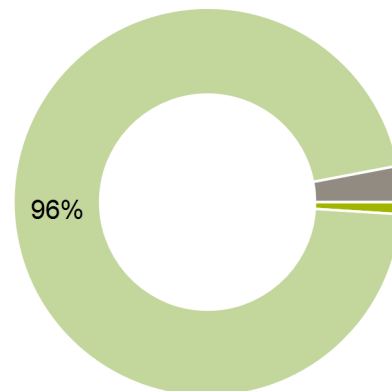
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



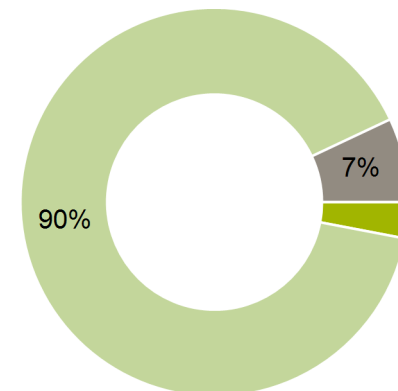
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY

YES

NO

PREFER NOT  
TO SAY

# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		26%
1 - 2 years		14%
2 - 5 years		28%
5 - 10 years		21%
10 - 20 years		8%
More than 20 years		4%

# PROFILE OF RESPONDENTS



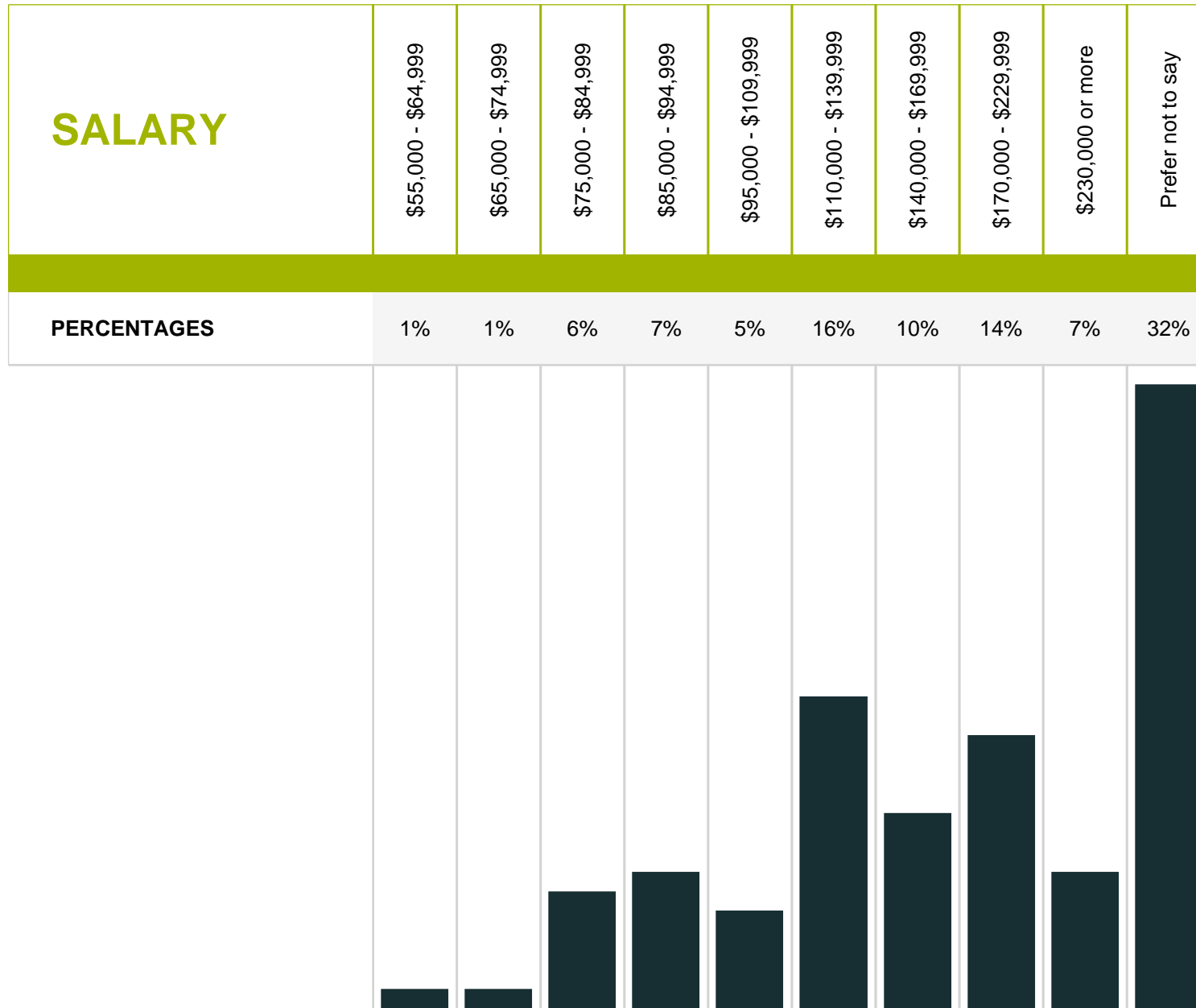
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		1%
Other service delivery work		7%
Administrative support		8%
Corporate services		52%
Policy		1%
Research		5%
Program and project management support		4%
Other		21%

# PROFILE OF RESPONDENTS



## WORK PROFILES



# RESULTS BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Treasury Corporation (TCorp)	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	149	2	10	11	71	2	7	5	0	29
ENGAGEMENT	72%	(r)	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	79%	(r)	(r)	(r)	81%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	80%	(r)	(r)	(r)	82%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# RESULTS BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Treasury Corporation (TCorp)	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	149	0	0	0	2	2	8	9	7	22	13	19	10	43
ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%
HIGH PERFORMANCE	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%
PUBLIC SECTOR VALUES	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Treasury Corporation (TCorp)	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	149	34	18	37	27	10	5
ENGAGEMENT	72%	69%	(r)	70%	(r)	(r)	(r)
SENIOR MANAGERS	66%	72%	(r)	61%	(r)	(r)	(r)
COMMUNICATION	76%	82%	(r)	72%	(r)	(r)	(r)
HIGH PERFORMANCE	79%	81%	(r)	76%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	80%	82%	(r)	78%	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	82%	(r)	71%	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Treasury Corporation (TCorp)	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	149	2	0	8	25	28	20	29	9	11	3	0
ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	NSW Treasury Corporation (TCorp)	Male	Female	Other
NUMBER OF RESPONDENTS	149	90	43	4
ENGAGEMENT	72%	72%	74%	(r)
SENIOR MANAGERS	66%	66%	72%	(r)
COMMUNICATION	76%	77%	81%	(r)
HIGH PERFORMANCE	79%	80%	82%	(r)
PUBLIC SECTOR VALUES	80%	81%	83%	(r)
DIVERSITY & INCLUSION	78%	79%	80%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## WHAT'S NEXT?

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

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

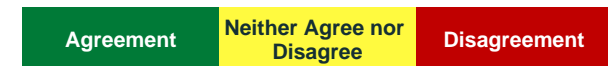
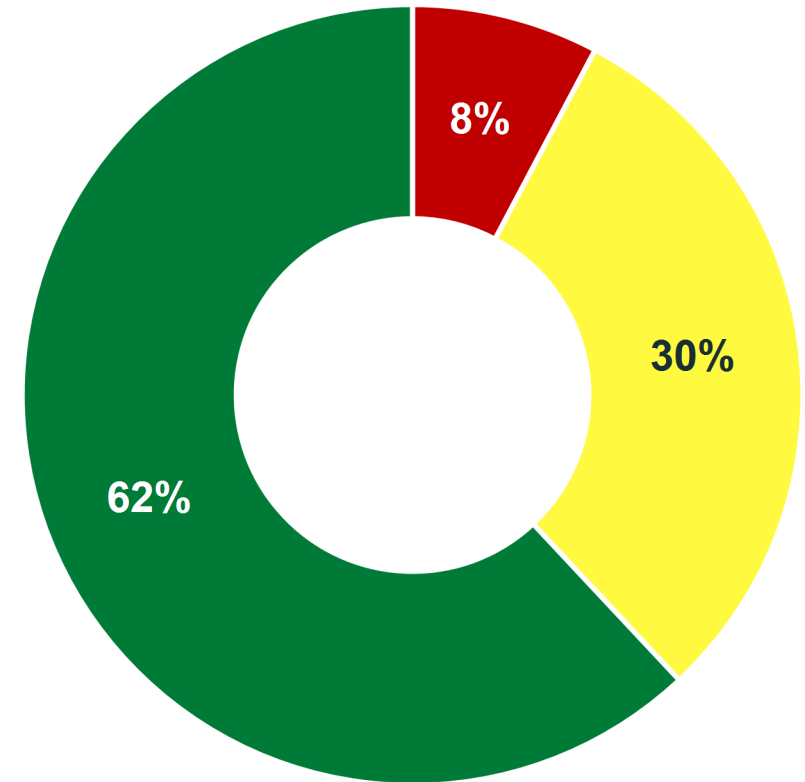
# 62%

of employees replied favourably to:

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

**32%**  
SECTOR

**58%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

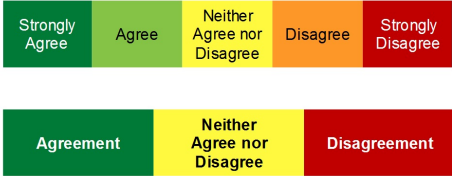
Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

**Regression Analysis** then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

## HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



## ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%