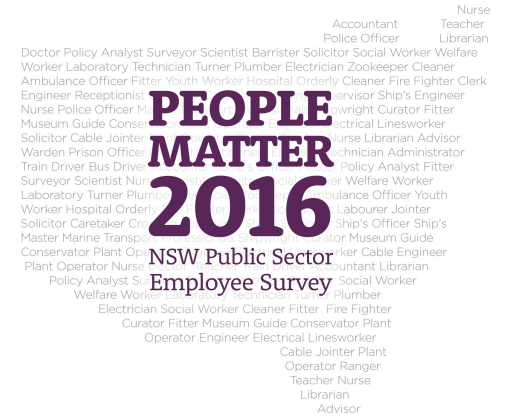


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Treasury

## NSW Treasury

## CONTENTS OF REPORT

<b>HEADLINES</b>	<b>3</b>
<b>QUESTION HEADLINES</b>	<b>4</b>
<b>COMPARISONS</b>	<b>5</b>
<b>ALL QUESTIONS</b>	<b>6</b>
<b>PROFILE OF RESPONDENTS</b>	<b>35</b>
<b>DEMOGRAPHIC RESULTS</b>	<b>40</b>
<b>TAKING ACTION</b>	<b>45</b>
<b>GUIDE TO THIS REPORT</b>	<b>46</b>

## RESPONSE RATE

# 94%

**579 RESPONSES  
OUT OF 618 EMPLOYEES**

## ENGAGEMENT INDEX

# 67%

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	<b>95%</b>
2i. People in my workgroup treat customers/clients with respect	<b>91%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>90%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>89%</b>
2e. I receive help and support from other members of my workgroup	<b>86%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>86%</b>
7a. My organisation provides high quality services	<b>85%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>84%</b>
2h. People in my workgroup treat each other with respect	<b>83%</b>
5k. My manager treats employees with dignity and respect	<b>82%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l. My organisation's processes for recruiting employees are efficient	<b>29%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>37%</b>
7f. I feel that change is handled well in my organisation	<b>39%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>41%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>43%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>43%</b>
7h. People in my organisation take responsibility for their own actions	<b>49%</b>
6h. I feel that senior managers listen to employees	<b>50%</b>
7g. There is good co-operation between teams across our organisation	<b>51%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>51%</b>



### 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, 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	Agency Budget & Policy Group	Commercial Group	Corporate Group	Fiscal and Economic Group	Industrial Relations
<b>NUMBER OF RESPONDENTS</b>	579	104	65	66	198	125
<b>ENGAGEMENT</b>	67%	67%	73%	75%	67%	60%
<b>SENIOR MANAGERS</b>	56%	57%	72%	75%	58%	36%
<b>COMMUNICATION</b>	67%	69%	79%	77%	67%	56%
<b>HIGH PERFORMANCE</b>	71%	70%	80%	80%	71%	64%
<b>PUBLIC SECTOR VALUES</b>	72%	74%	83%	81%	73%	60%
<b>DIVERSITY &amp; INCLUSION</b>	73%	75%	81%	79%	73%	65%

### 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

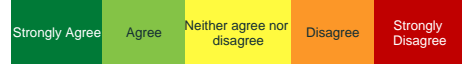
This section shows results for all the survey questions grouped by key themes.

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	67% RESPONSE SCALE	AGREEMENT %	PMES 2014	TREASURY	SECTOR
Q7o. I would recommend my organisation as a great place to work		63%	60%	66%	60%
Q7p. I am proud to tell others I work for my organisation		71%	73%	74%	68%
Q7q. I feel a strong personal attachment to my organisation		60%	61%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives		61%	55%	63%	55%
Q7s. My organisation inspires me to do the best in my job		59%	54%	61%	55%

### 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.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>75%</b> RESPONSE SCALE</span>	AGREEMENT %	TREASURY	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		71%	73%	76%
Q1h. I look for ways to perform my job more effectively		95%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	76%	76%
Q1j. I am satisfied with my job at the present time		61%	64%	63%

**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.

SENIOR MANAGERS	56% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	19 41 21 12	60%	62%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14 36 24 16 9	51%	54%	43%
Q6c. I feel that senior managers model the values of my organisation	16 39 25 12 8	55%	58%	48%
Q6d. Senior managers encourage innovation by employees	13 45 25 13	57%	59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	16 50 22 8	66%	66%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21 47 20 7	69%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14 42 20 14 10	55%	58%	44%
Q6h. I feel that senior managers listen to employees	11 39 26 14 10	50%	53%	39%
Q7f. I feel that change is handled well in my organisation	9 30 28 22 10	39%	45%	41%

KEY







## EXPLORE THE FULL SURVEY RESULTS

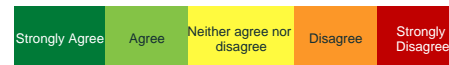
This section shows results for all the survey questions grouped by key themes.

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.

COMMUNICATION	67% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q5e. My manager communicates effectively with me		72%	75%	69%
Q5f. My manager encourages and values employee input		77%	79%	69%
Q5g. My manager involves my workgroup in decisions about our work		71%	72%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		55%	58%	44%
Q6h. I feel that senior managers listen to employees		50%	53%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	80%	69%

### 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.

	<b>HIGH PERFORMANCE</b>				71% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1a. I understand what is expected of me to do well in my role	29	52	10	8	81%	82%	90%	
Q1b. I have the tools I need to do my job effectively	17	53	15	11	71%	73%	70%	
Q1c. I get the information I need to do my job well	14	48	21	14	62%	65%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	51	11	8	84%	84%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	50	12	8	76%	77%	69%	
Q2b. People in my workgroup use time and resources efficiently	22	50	15	10	72%	74%	70%	
Q2c. My team works collaboratively to achieve its objectives	34	46	12	8	80%	82%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	28	53	14	8	81%	82%	76%	
Q3h. I have received appropriate training and development to do my job well	15	44	26	12	59%	63%	63%	

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

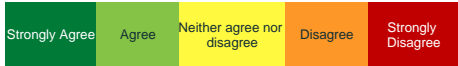
This section shows results for all the survey questions grouped by key themes.

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.

	<b>HIGH PERFORMANCE</b>				71% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	27	50	14		77%	78%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	21	45	22	9	66%	68%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	23	47	17	9	70%	73%	65%	
Q5j. I have confidence in the decisions my line manager makes	28	43	19		71%	73%	67%	
Q6d. Senior managers encourage innovation by employees	13	45	25	13	57%	59%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	16	50	22	8	66%	66%	52%	
Q7d. My organisation focuses on improving the work we do	26	54	14		81%	81%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	23	49	19	8	71%	72%	62%	
Q7g. There is good co-operation between teams across our organisation	11	40	24	20	51%	53%	48%	

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

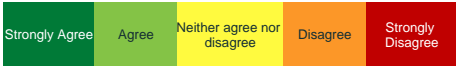
This section shows results for all the survey questions grouped by key themes.

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.

	71% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	48	26	11	58%	62%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	19	50	22	7	69%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	44	46	9		90%	91%	85%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

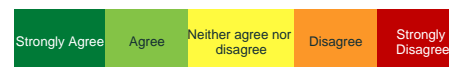
This section shows results for all the survey questions grouped by key themes.

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.

PUBLIC SECTOR VALUES		72% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction		39	51	89%	90%	85%		
Q2b. People in my workgroup use time and resources efficiently		22	50	15	10	72%	74%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		37	43	12	8	80%	81%	67%
Q2h. People in my workgroup treat each other with respect		39	44	11	6	83%	84%	72%
Q2i. People in my workgroup treat customers/clients with respect		41	50	9	0	91%	92%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		27	50	14	9	77%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		21	45	22	9	66%	68%	64%
Q5d. My manager listens to what I have to say		33	45	14	8	78%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		28	42	20	10	70%	72%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

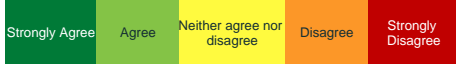
This section shows results for all the survey questions grouped by key themes.

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.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE					AGREEMENT %	TREASURY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	40	42	10	8	0	82%	84%	76%
Q5l. My manager talks to me about how the values apply to my work	22	38	23	14	7	59%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	41	21	12	7	60%	62%	47%
Q6c. I feel that senior managers model the values of my organisation	16	39	25	12	8	55%	58%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21	47	20	7	5	69%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	20	14	10	55%	58%	44%
Q6h. I feel that senior managers listen to employees	11	39	26	14	10	50%	53%	39%
Q7a. My organisation provides high quality services	25	61	10	4	0	85%	86%	80%
Q7b. My organisation strives to match services to customer/client needs	24	57	14	7	0	81%	83%	80%

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.

PUBLIC SECTOR VALUES	72% RESPONSE SCALE			AGREEMENT %	TREASURY	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust	31	54	9	86%	86%	83%	
Q7d. My organisation focuses on improving the work we do	26	54	14	81%	81%	76%	
Q7h. People in my organisation take responsibility for their own actions	10	40	29	15	49%	51%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	49	24	8	66%	70%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

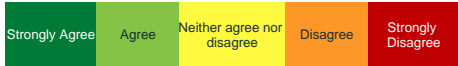
This section shows results for all the survey questions grouped by key themes.

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 & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		61%	63%	59%
Q5d. My manager listens to what I have to say		78%	79%	73%
Q5f. My manager encourages and values employee input		77%	79%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		72%	73%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		70%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		63%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		79%	81%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		69%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	80%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

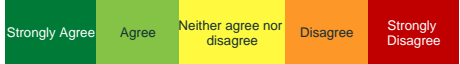
This section shows results for all the survey questions grouped by key themes.

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 & INCLUSION		73% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	44	46	9	90%	91%	85%	
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	29	41	18	10	69%	67%	58%

### 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.

RECRUITMENT	41% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR	
Q7l. My organisation's processes for recruiting employees are efficient	23	27	27	17	29%	37%	33%	
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	29	34	18	11	37%	42%	41%
Q7n. My organisation generally selects capable people to do the job	9	48	26	11		58%	62%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

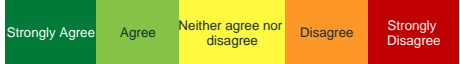
This section shows results for all the survey questions grouped by key themes.

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.

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	26	41	24	67%	66%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24	39	29	63%	61%	53%	
Q7g. There is good co-operation between teams across our organisation	11	40	24	20	51%	53%	48%

### 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.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

64% RESPONSE SCALE

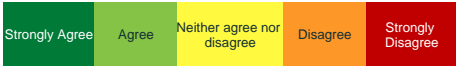
AGREEMENT %

TREASURY

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	TREASURY	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	22	55	10	11		77%	77%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	23	46	14	13		70%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	21	44	15	16		65%	66%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	42	20	13		63%	65%	59%
Q3e. My performance is assessed against clear criteria	14	40	25	16		55%	58%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	30	44	13			74%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required	16	45	22	12		62%	66%	60%
Q3h. I have received appropriate training and development to do my job well	15	44	26	12		59%	63%	63%
Q3i. I have a strong desire to advance my career	44	36	15			80%	82%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

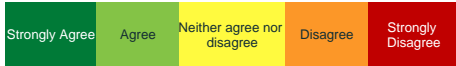
This section shows results for all the survey questions grouped by key themes.

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	64% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13 30 26 20 11	43%	44%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21 35 31 10	56%	50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30 45 15	75%	76%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13 30 38 13	43%	47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	22 45 24	67%	69%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26 41 24	67%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 39 29	63%	61%	53%
Q7j. My organisation is committed to developing its employees	15 47 24 11	62%	66%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

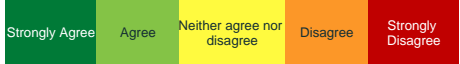
This section shows results for all the survey questions grouped by key themes.

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	62% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	21 35 31 10	56%	50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26 41 24	67%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 39 29	63%	61%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

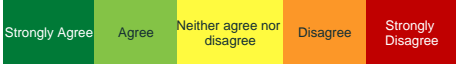
This section shows results for all the survey questions grouped by key themes.

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.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>66%</b> RESPONSE SCALE</span>	AGREEMENT %	TREASURY	SECTOR
Q4a. I am paid fairly for the work I do	66%	64%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	65%	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	74% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28	49	17		77%	80%	77%
Q8c. Age is not a barrier to success in my organisation	23	44	21	9	66%	70%	71%
Q8d. Disability is not a barrier to success in my organisation	23	48	26		71%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	27	51	19		78%	79%	76%
Q8f. Gender is not a barrier to success in my organisation	28	48	17		76%	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	72% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		61%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		66%	69%	58%
Q1l. My workload is acceptable		65%	68%	55%
Q2e. I receive help and support from other members of my workgroup		86%	87%	80%
Q2f. There is good team spirit in my workgroup		79%	79%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		73%	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

**58%** RESPONSE SCALE

AGREEMENT %

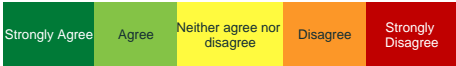
TREASURY

SECTOR

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

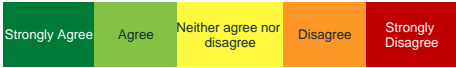
This section shows results for all the survey questions grouped by key themes.

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	54% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		66%	70%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		41%	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		55%	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
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		65%	65%	46%
Better skills in my workgroup		23%	23%	27%
Improved career opportunities		59%	59%	52%
Improved learning and development opportunities		47%	46%	50%
Greater involvement in decision making		42%	42%	33%
Better pay and benefits		51%	55%	58%
Greater recognition for the work I do		42%	41%	45%
Better leadership from senior managers		39%	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		27%	25%	27%
Better accountability for performance		28%	28%	25%
A better location		13%	13%	20%
More flexible working conditions		34%	35%	38%
Better work/life balance		41%	41%	46%
Improved facilities		13%	14%	30%
Improved technology and systems		26%	26%	38%
Better job security		39%	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
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		62%	67%	72%
No		33%	28%	24%
Don't Know		5%	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
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		14%	12%	25%
No		77%	78%	64%
Don't Know		10%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		54%	54%	63%
No		44%	44%	35%
Don't Know		1%	1%	2%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	TREASURY	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		24%	21%	35%
No		67%	70%	58%
Don't Know		9%	9%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		11%	10%	20%
No		83%	84%	75%
Don't Know		6%	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
<b>Q10e.</b> 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		33%	33%	23%
Your Immediate Manager/Supervisor		19%	17%	26%
A fellow worker at your level		17%	17%	25%
A subordinate		6%	7%	8%
A client or customer		3%	3%	2%
Other		2%	1%	4%
Prefer not to say		19%	21%	13%



## EXPLORE THE FULL SURVEY RESULTS

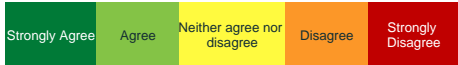
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

TREASURY QUESTIONS	RESPONSE SCALE				AGREEMENT %	TREASURY
Q1. I understand how the organisation strategy applies to my role	18	57	17		75%	77%
Q2. I believe our organisation provides the right communication to the right people at the right time	10	41	30	15	51%	54%
Q3. My senior manager enables me to be successful in my role	19	41	26	11	60%	63%
Q4. I feel valued and recognised for my contributions	16	41	25	13	57%	61%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

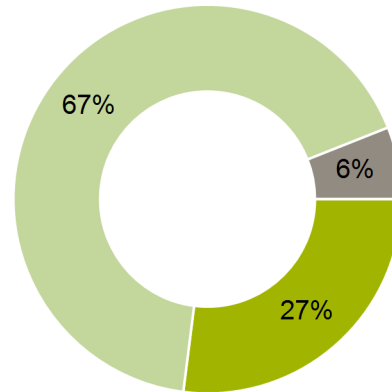
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		45%
Female		54%
Other		1%
<b>Age</b>		
<35		34%
35 - 54		52%
> 54		14%

# PROFILE OF RESPONDENTS

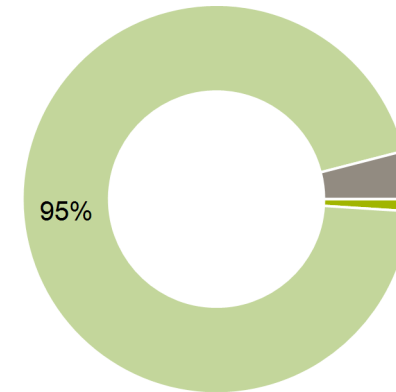


## PERSONAL PROFILES

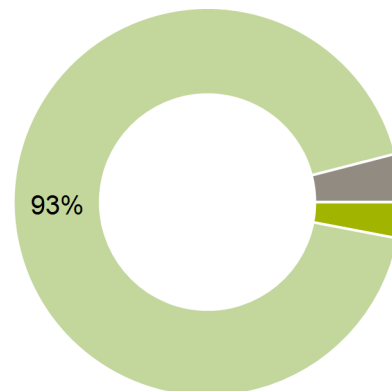
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



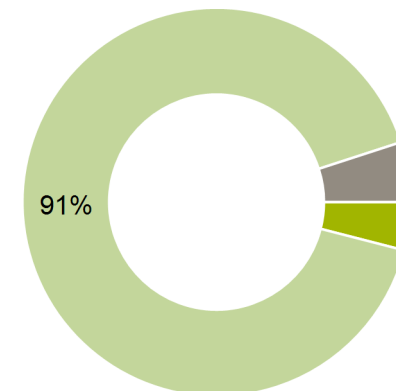
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		20%
1 - 2 years		16%
2 - 5 years		22%
5 - 10 years		19%
10 - 20 years		17%
More than 20 years		6%

# PROFILE OF RESPONDENTS



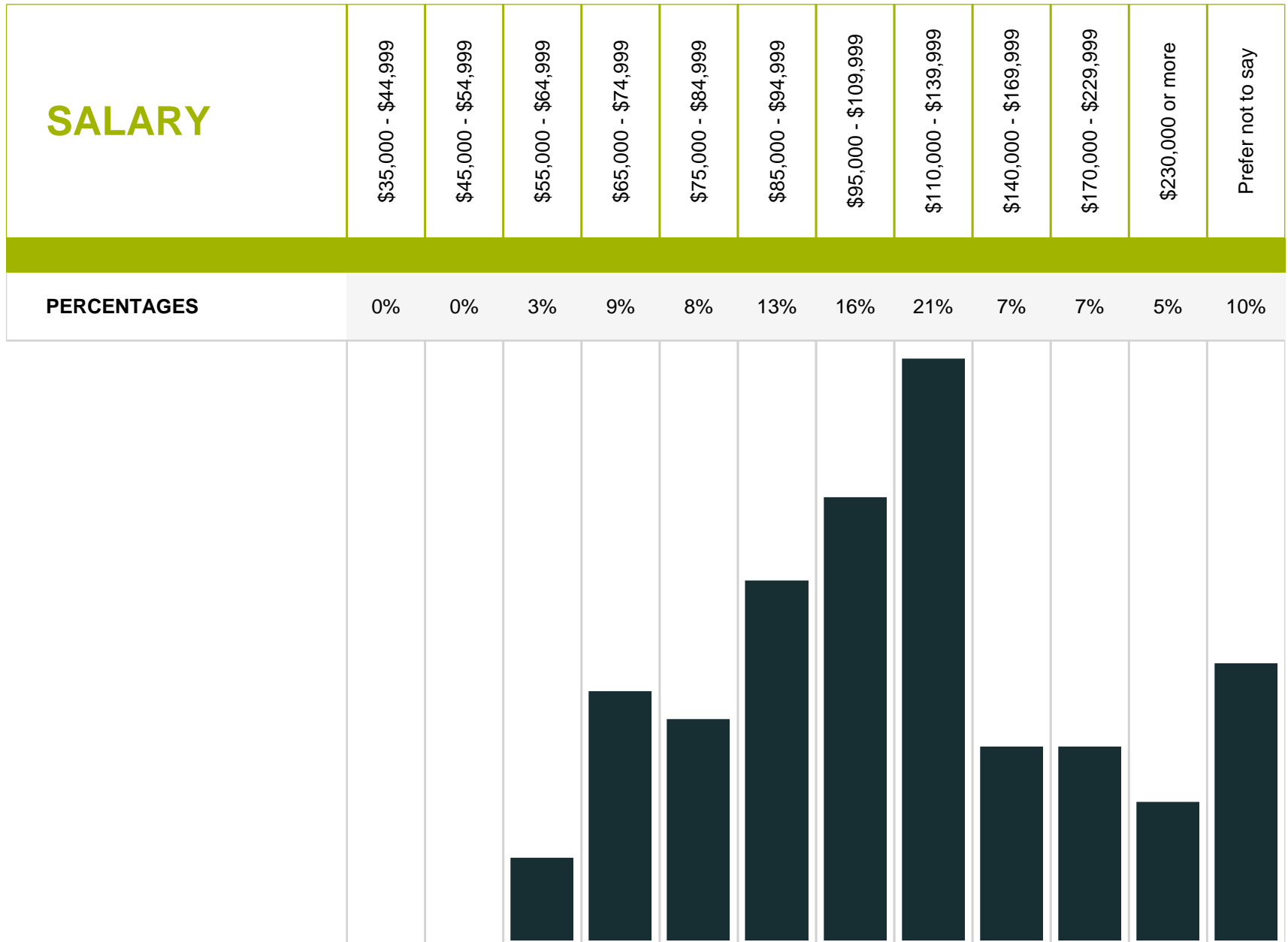
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		11%
Other service delivery work		5%
Administrative support		7%
Corporate services		21%
Policy		32%
Research		3%
Program and project management support		8%
Legal (including developing and/or reviewing legislation)		0%
Other		13%

# 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	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
<b>NUMBER OF RESPONDENTS</b>	579	60	30	39	116	179	17	44	1	74
<b>ENGAGEMENT</b>	67%	58%	69%	73%	72%	67%	(r)	66%	(r)	65%
<b>SENIOR MANAGERS</b>	56%	36%	51%	60%	70%	57%	(r)	62%	(r)	45%
<b>COMMUNICATION</b>	67%	55%	64%	70%	74%	69%	(r)	77%	(r)	60%
<b>HIGH PERFORMANCE</b>	71%	61%	70%	77%	78%	71%	(r)	73%	(r)	67%
<b>PUBLIC SECTOR VALUES</b>	72%	58%	72%	76%	78%	73%	(r)	76%	(r)	68%
<b>DIVERSITY &amp; INCLUSION</b>	73%	63%	73%	75%	79%	75%	(r)	78%	(r)	68%

### 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	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
<b>NUMBER OF RESPONDENTS</b>	579	0	2	1	16	49	47	72	90	115	40	37	29	55
<b>ENGAGEMENT</b>	67%	(r)	(r)	(r)	(r)	69%	63%	69%	63%	65%	65%	77%	(r)	62%
<b>SENIOR MANAGERS</b>	56%	(r)	(r)	(r)	(r)	55%	48%	57%	49%	58%	51%	73%	(r)	47%
<b>COMMUNICATION</b>	67%	(r)	(r)	(r)	(r)	65%	67%	64%	61%	74%	65%	83%	(r)	54%
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	(r)	(r)	74%	65%	70%	66%	74%	69%	85%	(r)	64%
<b>PUBLIC SECTOR VALUES</b>	72%	(r)	(r)	(r)	(r)	71%	67%	70%	65%	77%	71%	87%	(r)	67%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	(r)	(r)	(r)	73%	72%	70%	71%	78%	70%	85%	(r)	64%

### 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	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	579	111	89	120	103	92	34
<b>ENGAGEMENT</b>	67%	74%	65%	67%	63%	65%	72%
<b>SENIOR MANAGERS</b>	56%	74%	55%	58%	44%	50%	53%
<b>COMMUNICATION</b>	67%	77%	64%	68%	59%	68%	72%
<b>HIGH PERFORMANCE</b>	71%	76%	69%	71%	67%	72%	78%
<b>PUBLIC SECTOR VALUES</b>	72%	80%	70%	73%	66%	71%	77%
<b>DIVERSITY &amp; INCLUSION</b>	73%	78%	73%	75%	66%	76%	80%

### 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	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	579	2	18	70	92	75	71	66	70	42	27	9
<b>ENGAGEMENT</b>	67%	(r)	(r)	69%	63%	68%	67%	66%	69%	66%	(r)	(r)
<b>SENIOR MANAGERS</b>	56%	(r)	(r)	62%	50%	59%	53%	61%	57%	47%	(r)	(r)
<b>COMMUNICATION</b>	67%	(r)	(r)	72%	61%	68%	71%	68%	70%	61%	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	72%	64%	72%	70%	74%	73%	72%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	72%	(r)	(r)	73%	67%	74%	74%	75%	72%	71%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	(r)	76%	72%	74%	76%	71%	73%	70%	(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	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	579	248	295	7
<b>ENGAGEMENT</b>	67%	69%	66%	(r)
<b>SENIOR MANAGERS</b>	56%	59%	54%	(r)
<b>COMMUNICATION</b>	67%	71%	65%	(r)
<b>HIGH PERFORMANCE</b>	71%	73%	70%	(r)
<b>PUBLIC SECTOR VALUES</b>	72%	75%	70%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	76%	72%	(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.

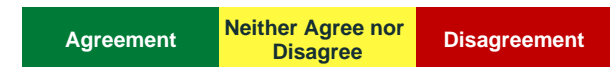
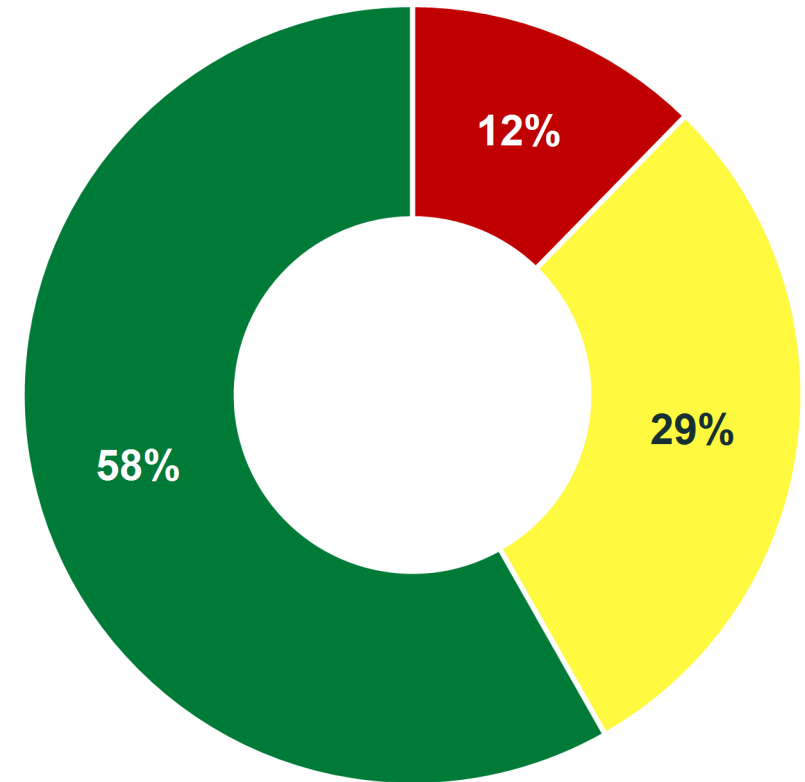
**58%**

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

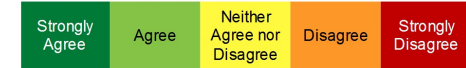
## ANONYMITY RULES

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

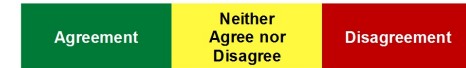
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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

## HOW 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.



## 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

## 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%