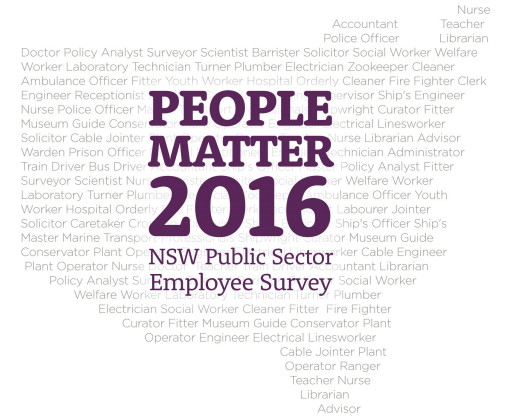


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Treasury

SAS Trustee Corporation (State Super)

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NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

RESPONSE RATE

100%

46 RESPONSES
OUT OF 46 EMPLOYEES

ENGAGEMENT INDEX

70%

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
%

8b.	Cultural background is not a barrier to success in my organisation	100%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	100%
1h.	I look for ways to perform my job more effectively	98%
2i.	People in my workgroup treat customers/clients with respect	98%
1d.	I feel I make a contribution to achieving the organisation's objectives	93%
2a.	My workgroup strives to achieve customer/client satisfaction	91%
2e.	I receive help and support from other members of my workgroup	91%
8f.	Gender is not a barrier to success in my organisation	91%
8h.	I am able to speak up and share a different view to my colleagues and manager	91%
3i.	I have a strong desire to advance my career	89%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3j.	I am satisfied with the opportunities available for career development in my organisation	35%
3k.	I would like to work in another agency within the NSW Public Sector during my career	37%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	46%
7m.	Recruitment and promotion decisions in this organisation are generally fair	46%
3a.	I have a current performance plan that sets out my individual objectives	47%
3e.	Myperformance is assessed against clear criteria	48%
15.	I believe action will be taken on the results from this survey by my organisation	50%
5n.	My manager appropriately deals with employees who perform poorly	52%
7h.	People in my organisation take responsibility for their own actions	54%
4a.	I am paid fairly for the work I do	57%



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 SAS Trustee Corporation (State Super), 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.

	SAS Trustee Corporation (State Super)	Member Services	Office of CEO and Legal, Risk and Compliance	Operations and Investments
NUMBER OF RESPONDENTS	46	11	16	17
ENGAGEMENT	70%	60%	66%	78%
SENIOR MANAGERS	63%	41%	53%	84%
COMMUNICATION	78%	60%	81%	85%
HIGH PERFORMANCE	77%	62%	75%	85%
PUBLIC SECTOR VALUES	75%	60%	71%	86%
DIVERSITY & INCLUSION	82%	68%	85%	84%

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

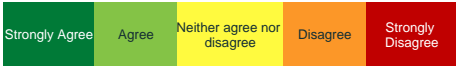
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	70% RESPONSE SCALE				AGREEMENT %	PMES 2014	TREASURY	SECTOR
Q7o. I would recommend my organisation as a great place to work	26	39	24	9	65%	65%	66%	60%
Q7p. I am proud to tell others I work for my organisation	28	50	20		78%	60%	74%	68%
Q7q. I feel a strong personal attachment to my organisation	24	35	35		59%	50%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	26	41	20	9	67%	70%	63%	55%
Q7s. My organisation inspires me to do the best in my job	30	36	25		66%	70%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

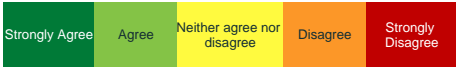
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 84% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		85%	73%	76%
Q1h. I look for ways to perform my job more effectively		98%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	76%	76%
Q1j. I am satisfied with my job at the present time		74%	64%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

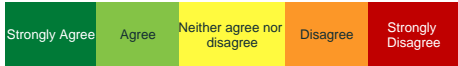
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Some key comparisons are provided.

SENIOR MANAGERS	63% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR	
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	39	17	15	63%	62%	47%	
Q6b. I feel that senior leaders effectively lead and manage change	22	43	13	13	9	65%	54%	43%
Q6c. I feel that senior managers model the values of my organisation	22	41	17	13	63%	58%	48%	
Q6d. Senior managers encourage innovation by employees	24	43	13	13	67%	59%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	35	13	17	65%	66%	52%	
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	33	30	15	20	63%	70%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on	30	35	13	15	65%	58%	44%	
Q6h. I feel that senior managers listen to employees	30	28	24	11	59%	53%	39%	
Q7f. I feel that change is handled well in my organisation	24	35	17	15	9	59%	45%	41%

KEY





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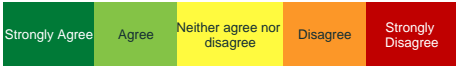
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Some key comparisons are provided.

COMMUNICATION	78% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q5e. My manager communicates effectively with me		85%	75%	69%
Q5f. My manager encourages and values employee input		87%	79%	69%
Q5g. My manager involves my workgroup in decisions about our work		85%	72%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		65%	58%	44%
Q6h. I feel that senior managers listen to employees		59%	53%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		91%	80%	69%

KEY





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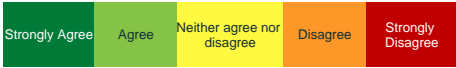
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Some key comparisons are provided.

	HIGH PERFORMANCE				77% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	48	9		85%	82%	90%	
Q1b. I have the tools I need to do my job effectively	30	57			87%	73%	70%	
Q1c. I get the information I need to do my job well	29	42	13	11	71%	65%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	39	54			93%	84%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	41	43		9	85%	77%	69%	
Q2b. People in my workgroup use time and resources efficiently	28	46	20		74%	74%	70%	
Q2c. My team works collaboratively to achieve its objectives	37	41	13		78%	82%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	33	46	20		78%	82%	76%	
Q3h. I have received appropriate training and development to do my job well	20	43	26	9	63%	63%	63%	

KEY





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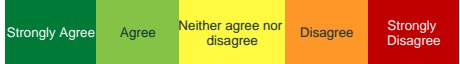
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Some key comparisons are provided.

	77% RESPONSE SCALE					AGREEMENT %	TREASURY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	43	35	9			78%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	35	37	17			72%	68%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	37	43	9	9		80%	73%	65%
Q5j. I have confidence in the decisions my line manager makes	41	35	15			76%	73%	67%
Q6d. Senior managers encourage innovation by employees	24	43	13	13		67%	59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	35	13	17		65%	66%	52%
Q7d. My organisation focuses on improving the work we do	39	39	17			78%	81%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	37	28	17	15		65%	72%	62%
Q7g. There is good co-operation between teams across our organisation	24	39	17	13		63%	53%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

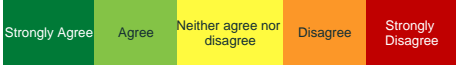
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Some key comparisons are provided.

	77% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q7n. My organisation generally selects capable people to do the job	24	52	15		76%	62%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	38	36	18		73%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	51	49			100%	91%	85%

KEY





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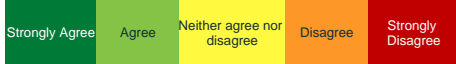
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		75% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	48	43	91%	90%	85%
Q2b. People in my workgroup use time and resources efficiently	28	46	74%	74%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	44	31	76%	81%	67%
Q2h. People in my workgroup treat each other with respect	48	39	87%	84%	72%
Q2i. People in my workgroup treat customers/clients with respect	48	50	98%	92%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	43	35	78%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	35	37	72%	68%	64%
Q5d. My manager listens to what I have to say	39	46	85%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	33	41	74%	72%	64%

KEY





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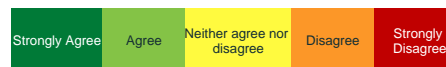
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	75% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	46	41				87%	84%	76%
Q5l. My manager talks to me about how the values apply to my work	28	39	20			67%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	24	39	17	15		63%	62%	47%
Q6c. I feel that senior managers model the values of my organisation	22	41	17	13		63%	58%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	33	30	15	20		63%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	30	35	13	15		65%	58%	44%
Q6h. I feel that senior managers listen to employees	30	28	24	11		59%	53%	39%
Q7a. My organisation provides high quality services	41	39	15			80%	86%	80%
Q7b. My organisation strives to match services to customer/client needs	46	35	15			80%	83%	80%

KEY





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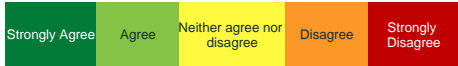
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		75% RESPONSE SCALE			AGREEMENT %	TREASURY	SECTOR	
Q7c. My organisation strives to earn and sustain a high level of public trust		50	30	15	80%	86%	83%	
Q7d. My organisation focuses on improving the work we do		39	39	17	78%	81%	76%	
Q7h. People in my organisation take responsibility for their own actions		26	28	24	15	54%	51%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		30	48	17	78%	70%	63%	

KEY





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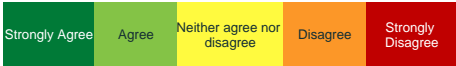
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Some key comparisons are provided.

DIVERSITY & INCLUSION	82% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	24	48	15	13	72%	63%	59%
Q5d. My manager listens to what I have to say	39	46	9		85%	79%	73%
Q5f. My manager encourages and values employee input	38	49			87%	79%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	35	48			83%	73%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	33	41	17		74%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	37	39	17		76%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	42	47	9		89%	81%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	38	36	18		73%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	41	50			91%	80%	69%

KEY





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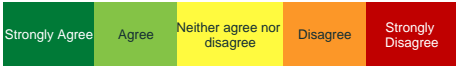
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Some key comparisons are provided.

DIVERSITY & INCLUSION		82% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	51	49	100%	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>	24	46	13	9	9
			70%	67%	58%

KEY





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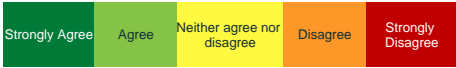
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Some key comparisons are provided.

RECRUITMENT	62% RESPONSE SCALE				AGREEMENT %	TREASURY	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	13	50	24	9	63%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	13	33	35	9 11	46%	42%	41%
Q7n. My organisation generally selects capable people to do the job	24	52	15		76%	62%	51%

KEY





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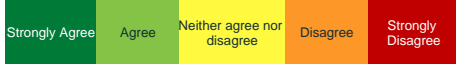
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 62% RESPONSE SCALE					AGREEMENT %	TREASURY	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	30	33	26	9	63%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	28	28	9	61%	61%	53%
Q7g. There is good co-operation between teams across our organisation	24	39	17	13	63%	53%	48%

KEY





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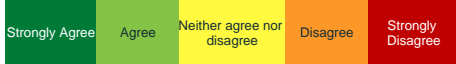
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	13 33 29 16 9	47%	77%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	35 43 15	78%	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	24 39 15 15	63%	66%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	22 24 41	46%	65%	59%
Q3e. My performance is assessed against clear criteria	9 39 24 15 13	48%	58%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	41 39 11	80%	76%	71%
Q3g. I am able to access the right learning and development opportunities as required	33 40 13 9	73%	66%	60%
Q3h. I have received appropriate training and development to do my job well	20 43 26 9	63%	63%	63%
Q3i. I have a strong desire to advance my career	59 30 9	89%	82%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

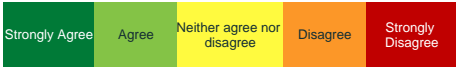
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE					AGREEMENT %	TREASURY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	15	20	35	20	11	35%	44%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	20	52			37%	50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	37	46	9			83%	76%	67%
Q5n. My manager appropriately deals with employees who perform poorly	22	30	33		9	52%	47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	26	46	13	11		72%	69%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	30	33	26		9	63%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	28	28		9	61%	61%	53%
Q7j. My organisation is committed to developing its employees	17	41	24	9	9	59%	66%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

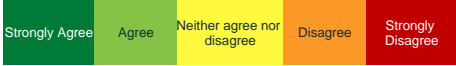
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Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE					AGREEMENT %	TREASURY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	20	52			37%	50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	30	33	26	9		63%	66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	33	28	28	9		61%	61%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

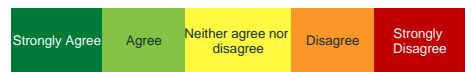
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PAY & BENEFITS		57% RESPONSE SCALE			AGREEMENT %	TREASURY	SECTOR
Q4a. I am paid fairly for the work I do		50	22	17	57%	64%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		9	49	20	58%	63%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

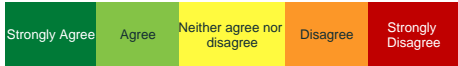
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Some key comparisons are provided.

DIVERSITY GROUPS	89% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		100%	80%	77%
Q8c. Age is not a barrier to success in my organisation		89%	70%	71%
Q8d. Disability is not a barrier to success in my organisation		77%	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		87%	79%	76%
Q8f. Gender is not a barrier to success in my organisation		91%	77%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

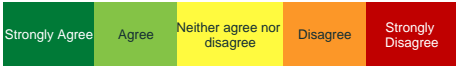
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

WORKPLACE SUPPORT	79% RESPONSE SCALE	AGREEMENT %	TREASURY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		72%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		80%	69%	58%
Q1l. My workload is acceptable		83%	68%	55%
Q2e. I receive help and support from other members of my workgroup		91%	87%	80%
Q2f. There is good team spirit in my workgroup		78%	79%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		72%	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

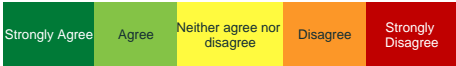
50% RESPONSE SCALE

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



	AGREEMENT %	TREASURY	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	50%	58%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

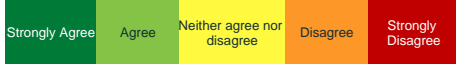
This section shows results for all the survey questions grouped by key themes.

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	72% RESPONSE SCALE		AGREEMENT %	TREASURY	SECTOR	
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	30	48	17	78%	70%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	20	46	24	65%	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	24	50	17	74%	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		73%	65%	46%
Better skills in my workgroup		18%	23%	27%
Improved career opportunities		66%	59%	52%
Improved learning and development opportunities		41%	46%	50%
Greater involvement in decision making		55%	42%	33%
Better pay and benefits		64%	55%	58%
Greater recognition for the work I do		52%	41%	45%
Better leadership from senior managers		30%	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
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		20%	25%	27%
Better accountability for performance		30%	28%	25%
A better location		2%	13%	20%
More flexible working conditions		32%	35%	38%
Better work/life balance		34%	41%	46%
Improved facilities		14%	14%	30%
Improved technology and systems		20%	26%	38%
Better job security		48%	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		91%	67%	72%
No		7%	28%	24%
Don't Know		2%	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		9%	12%	25%
No		77%	78%	64%
Don't Know		14%	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
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		20%	21%	35%
No		74%	70%	58%
Don't Know		7%	9%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		7%	10%	20%
No		87%	84%	75%
Don't Know		7%	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.

Your Immediate Manager/Supervisor

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

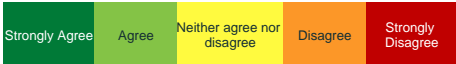
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Some key comparisons are provided.

TREASURY QUESTIONS	RESPONSE SCALE				AGREEMENT %	TREASURY
Q1. I understand how the organisation strategy applies to my role	33	42	18		76%	77%
Q2. I believe our organisation provides the right communication to the right people at the right time	22	33	31	9	56%	54%
Q3. My senior manager enables me to be successful in my role	33	42	9	9	76%	63%
Q4. I feel valued and recognised for my contributions	31	36	18	9	67%	61%

KEY





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.

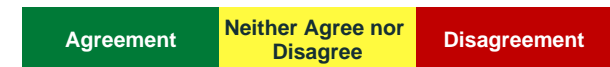
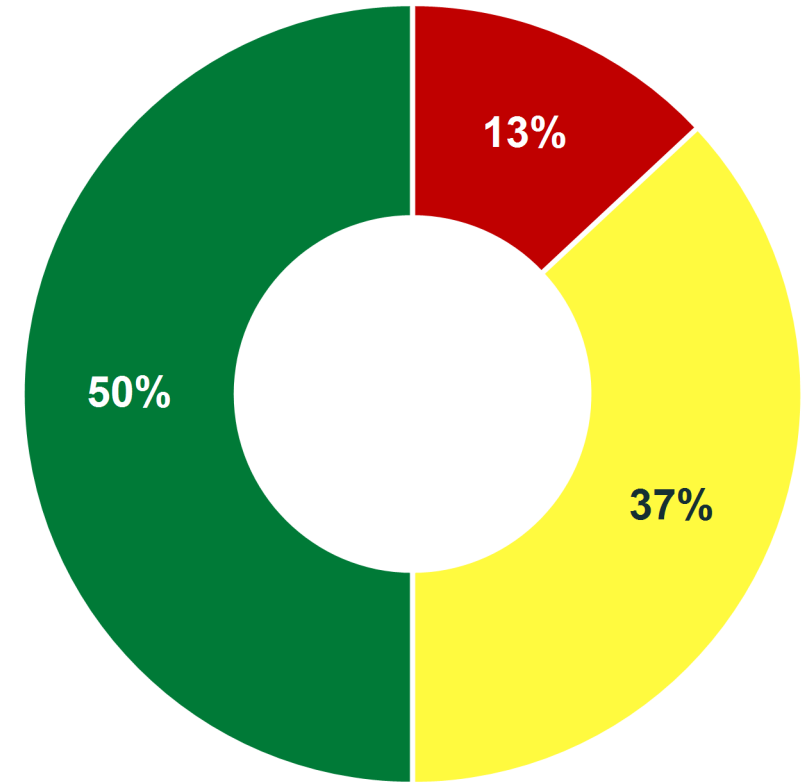
50%

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

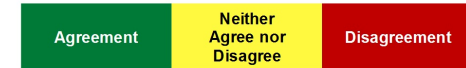
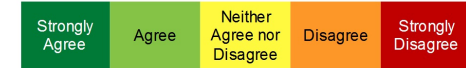
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%