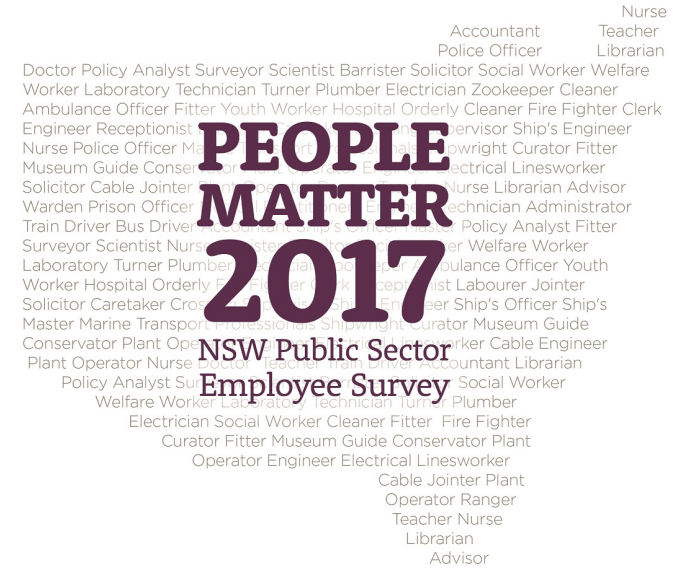


# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey



### DEPARTMENT REPORT

Finance and Services

## Department of Finance, Services and Innovation

## RESPONSE RATE

# 93%

4,915 OF 5,292 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 63%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -2

## SENIOR MANAGERS

# 52%

DIFFERENCE FROM 2016 +6

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR +4

## COMMUNICATION

# 65%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR +5



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 68%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR -3

## HIGH PERFORMANCE

# 65%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR +2

## PUBLIC SECTOR VALUES

# 65%

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR +4

## DIVERSITY & INCLUSION

# 73%

DIFFERENCE FROM CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR +5

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>50%</b>	48%	53%	50%
2	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>47%</b>	40%	50%	44%
3	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>53%</b>	44%	55%	48%
4	<b>Q6h.</b> I feel that senior managers listen to employees	<b>46%</b>	39%	47%	41%
5	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>36%</b>	37%	43%	39%
6	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>70%</b>	68%	72%	75%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a. My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
1a. I understand what is expected of me to do well in my role	<b>86%</b>
2c. I receive help and support from other members of my workgroup	<b>83%</b>
2e. People in my workgroup treat each other with respect	<b>79%</b>
2b. My workgroup works collaboratively to achieve its objectives	<b>79%</b>
5b. My manager listens to what I have to say	<b>79%</b>
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>78%</b>
5a. My manager encourages people in my workgroup to keep improving the work they do	<b>76%</b>
5d. My manager encourages and values employee input	<b>76%</b>
8b. Personal background is not a barrier to success in my organisation	<b>75%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c. I feel that change is managed well in my organisation	<b>36%</b>
7g. I have confidence in the way recruitment decisions are made	<b>37%</b>
9a. I have confidence in the ways my organisation resolves grievances	<b>38%</b>
14. I believe action will be taken on the results from this survey by my organisation	<b>44%</b>
3g. I am satisfied with the opportunities available for career development in my organisation	<b>46%</b>
6h. I feel that senior managers listen to employees	<b>46%</b>
5h. My manager appropriately deals with employees who perform poorly	<b>46%</b>
6b. I feel that senior managers effectively lead and manage change	<b>47%</b>
7d. There is good co-operation between teams across our organisation	<b>47%</b>
7e. People in my organisation take responsibility for their own actions	<b>49%</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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
6i. Senior managers in my organisation support the career advancement of women	64%	53%
14. I believe action will be taken on the results from this survey by my organisation	44%	35%
1e. I am satisfied with my job	66%	57%
6c. I feel that senior managers model the values of my organisation	53%	44%
3g. I am satisfied with the opportunities available for career development in my organisation	46%	38%
6a. I believe senior managers provide clear direction for the future of the organisation	51%	44%
6h. I feel that senior managers listen to employees	46%	39%
6d. Senior managers encourage innovation by employees	56%	49%
6b. I feel that senior managers effectively lead and manage change	47%	40%
6g. I feel that senior managers keep employees informed about what's going on	52%	45%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
7a. My organisation focuses on improving the work we do	71%	76%
9a. I have confidence in the ways my organisation resolves grievances	38%	42%
3f. I have received appropriate training and development to do my job well	56%	58%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	70%	71%
7k. I feel a strong personal attachment to my organisation	55%	56%
7c. I feel that change is managed well in my organisation	36%	37%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Finance, Services and Innovation

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Department of Finance, Services and Innovation	Better Regulation	Government and Corporate Services	ICT and Digital Government	NSW Fair Trading	Office of State Revenue	Office of the Secretary	Office of the Valuer General	Property and Advisory Group	Workcover Independent Review Officer	Workers Compensation Commission
NUMBER OF RESPONDENTS	4915	895	630	593	528	1180	164	20	729	22	55
EMPLOYEE ENGAGEMENT	63%	63%	60%	68%	66%	60%	67%	56%	61%	65%	60%
ENGAGEMENT WITH WORK	68%	69%	71%	75%	70%	62%	74%	53%	68%	80%	67%
SENIOR MANAGERS	52%	50%	52%	59%	55%	49%	63%	48%	46%	59%	51%
COMMUNICATION	65%	67%	69%	68%	66%	60%	73%	58%	62%	64%	58%
HIGH PERFORMANCE	65%	64%	65%	70%	67%	62%	72%	55%	62%	68%	59%
PUBLIC SECTOR VALUES	65%	65%	67%	68%	68%	61%	74%	59%	62%	65%	60%
DIVERSITY & INCLUSION	73%	73%	76%	75%	73%	70%	80%	64%	71%	66%	66%

### 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 RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	16	42	26	10	58%	57%	62%	60%
Q7j. I am proud to tell others I work for my organisation	20	42	26	8	62%	61%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	17	38	28	12	55%	56%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	38	29	12	53%	52%	57%	53%
Q7m. My organisation inspires me to do the best in my job	16	37	30	11	52%	51%	57%	53%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	24	46	17	9	70%	68%	72%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	27	42	16	10	70%	69%	71%	72%
Q1e. I am satisfied with my job	20	45	19	10	66%	57%	68%	68%

KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

SENIOR MANAGERS	52% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	38	25	15	8	51%	44%	54%	48%
Q6b. I feel that senior managers effectively lead and manage change	12	34	26	16	11	47%	40%	50%	44%
Q6c. I feel that senior managers model the values of my organisation	14	38	27	11	9	53%	44%	55%	48%
Q6d. Senior managers encourage innovation by employees	14	42	27	11		56%	49%	58%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	41	30	10		55%	51%	56%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	51	20			69%	63%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	24	15	9	52%	45%	53%	45%
Q6h. I feel that senior managers listen to employees	12	34	29	15	10	46%	39%	47%	41%
Q7c. I feel that change is managed well in my organisation	9	27	29	22	12	36%	37%	43%	39%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

COMMUNICATION	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	30	43	14	8	73%	71%	74%	70%	
Q5d. My manager encourages and values employee input	31	44	14		76%	72%	76%	71%	
Q5e. My manager involves my workgroup in decisions about our work	27	42	17	9	69%	64%	70%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	39	24	15	9	52%	45%	53%	45%
Q6h. I feel that senior managers listen to employees	12	34	29	15	10	46%	39%	47%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	51	15	7		73%	72%	73%	66%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	34	52	8		86%	85%	88%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives	34	45	12		79%	77%	80%	78%				
Q3f. I have received appropriate training and development to do my job well	14	42	25	13	56%	58%	59%	62%				
Q5a. My manager encourages people in my workgroup to keep improving the work they do	27	49	16		76%	72%	77%	72%				
Q5f. I have confidence in the decisions my manager makes	30	41	17	8	70%	69%	71%	67%				
Q6d. Senior managers encourage innovation by employees	14	42	27	11	56%	49%	58%	48%				
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	41	30	10	55%	51%	56%	51%				
Q7a. My organisation focuses on improving the work we do	17	53	19	7	71%	76%	73%	69%				
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	46	25	10	61%	62%	64%	57%				

KEY





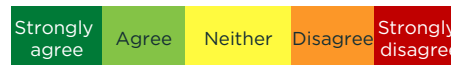
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE					65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	9	38	27	19	8	47%	47%	51%	47%				
Q7h. My organisation generally selects capable people to do the job	9	44	26	14		54%	51%	57%	52%				

KEY





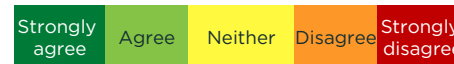
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		65% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		40	47	8	3	2	87%	85%	88%	85%
Q2e. People in my workgroup treat each other with respect		35	44	12	5	4	79%	76%	81%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		27	49	16	4	4	76%	72%	77%	72%
Q5b. My manager listens to what I have to say		33	46	12	5	4	79%	76%	79%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	38	25	15	8	51%	44%	54%	48%
Q6c. I feel that senior managers model the values of my organisation		14	38	27	11	9	53%	44%	55%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		18	51	20	5	6	69%	63%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		13	39	24	15	9	52%	45%	53%	45%
Q6h. I feel that senior managers listen to employees		12	34	29	15	10	46%	39%	47%	41%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		71%	76%	73%	69%				
Q7e. People in my organisation take responsibility for their own actions		49%	48%	53%	47%				

### KEY





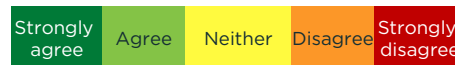
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	20	47	17	13	66%	61%	68%	63%
Q5b. My manager listens to what I have to say	33	46	12		79%	76%	79%	75%
Q5d. My manager encourages and values employee input	31	44	14		76%	72%	76%	71%
Q6i. Senior managers in my organisation support the career advancement of women	24	40	28		64%	53%	66%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25	53	15		78%	76%	80%	74%
Q8b. Personal background is not a barrier to success in my organisation	27	49	16		75%	-	78%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	51	15	7	73%	72%	73%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	27	43	16	9	70%	71%	65%	57%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	9	28	31	18	14	37%	-	39%	35%
Q7h. My organisation generally selects capable people to do the job	9	44	26	14		54%	51%	57%	52%

KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	56% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	45	20	11	65%	61%	68%	63%	
Q3e. My performance is assessed against clear criteria	14	41	28	13	55%	52%	60%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	13	33	25	17	12	46%	38%	48%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	30	42	16	8	72%	69%	73%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	16	30	34	12	9	46%	43%	49%	44%
Q7f. My organisation is committed to developing its employees	11	39	30	14	50%	48%	53%	50%	

KEY

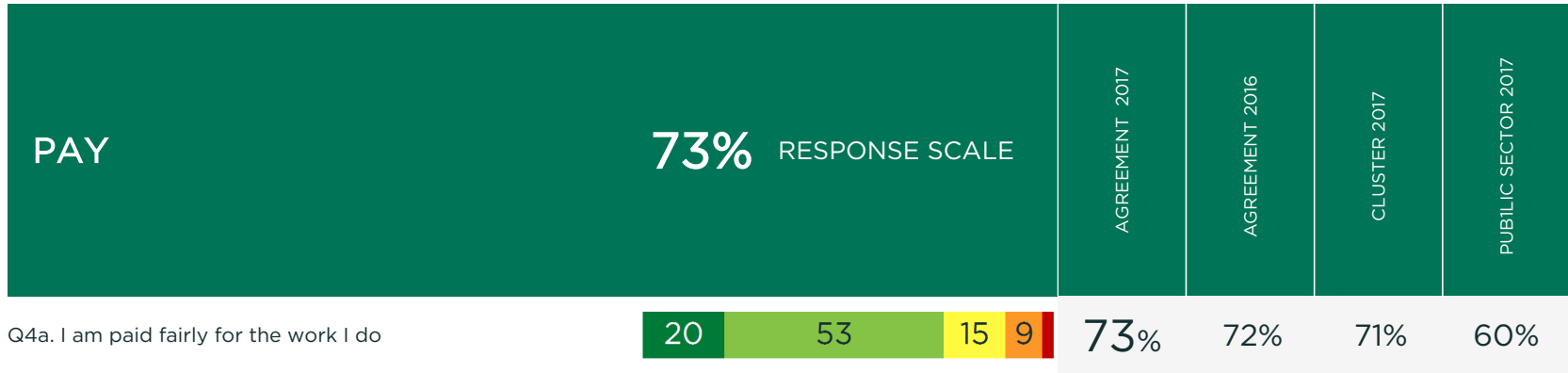




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE SUPPORT		71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		66%	61%	68%	63%				
Q1f. I am able to keep my work stress at an acceptable level		63%	62%	65%	59%				
Q2c. I receive help and support from other members of my workgroup		83%	82%	85%	81%				
Q2d. There is good team spirit in my workgroup		72%	69%	74%	69%				

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

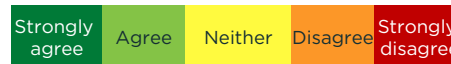
## ACTION ABOUT SURVEY RESULTS

44% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

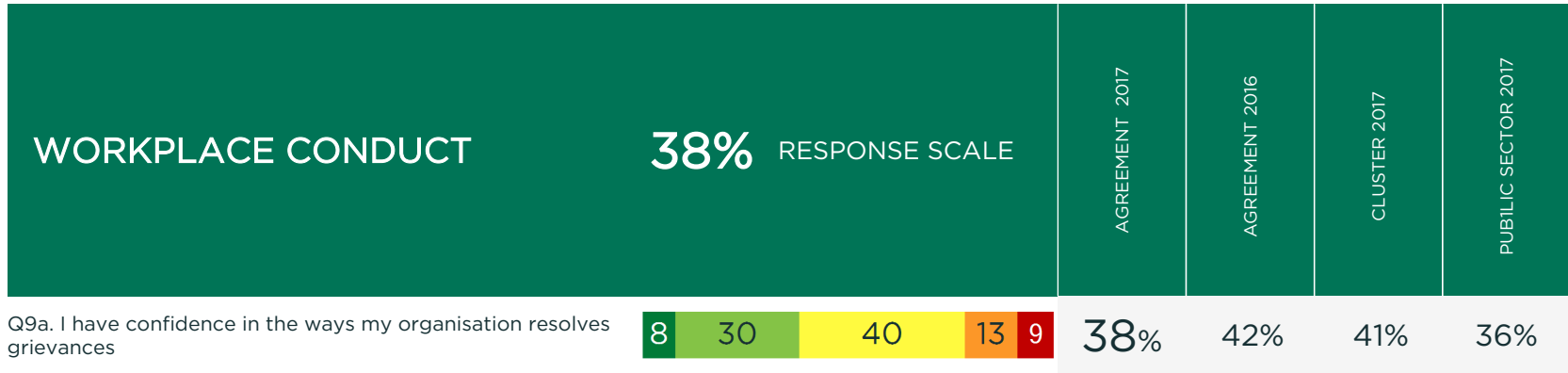




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes			80%	79%	67%
No			20%	21%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes			78%	78%	75%
No			22%	22%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes			66%	66%	57%
No			34%	34%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		45%	45%	41%
No		55%	55%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		31%	31%	30%
Lack of visible opportunities		34%	33%	31%
Lack of promotion opportunities		33%	31%	30%
Lack of support from my manager / supervisor		12%	12%	14%
Geographic location considerations		31%	30%	28%
Personal / family considerations		28%	28%	33%
Insufficient training and development		16%	17%	16%
Lack of required capabilities or experience		12%	12%	11%
Lack of support for temporary assignments/secondments		16%	16%	15%
The application/recruitment process is too cumbersome or time consuming		26%	24%	23%
Other		10%	10%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		16%	16%	25%
No		70%	70%	62%
Don't know		14%	14%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		56%	56%	63%
No		41%	41%	35%
Don't know		3%	3%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		25%	23%	33%
No		65%	67%	58%
Don't know		10%	10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		12%	12%	18%
No		81%	82%	76%
Don't know		7%	7%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<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		22%	19%	22%
Your immediate manager/supervisor		27%	30%	24%
A fellow worker at your level		24%	23%	27%
A subordinate		7%	6%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%
Other		6%	5%	4%
Prefer not to say		14%	16%	13%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Secretary			3%	3%
Deputy Secretary			5%	4%
Executive Director			22%	22%
Director			50%	46%
Manager			20%	25%
<b>Q3.</b> Are you currently working in an activity based environment?				
Yes			53%	55%
No			47%	45%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q4. If YES how long have you been working in that environment?</b>			
Less than 3 months		14%	12%
3-6 months		14%	12%
6-12 months		12%	11%
More than 12 months		61%	65%
<b>Q5. If NO, how informed do you feel about the principles of activity based working?</b>			
Not at all informed		48%	51%
Somewhat informed		34%	32%
Well informed		16%	14%
I'm an expert		2%	2%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q6.</b> With the right technology, could you do your role from another location?				
YES - full time			35%	36%
YES - some of the time			48%	42%
NO			9%	13%
UNSURE			8%	9%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q7.</b> Have you applied for an ongoing or acting opportunity at Finance and Services or elsewhere in the past twelve months?				
Yes			37%	33%
No			63%	67%
<b>Q8.</b> If YES, which best describes your most recent career development experience?				
Applied for and won an acting or ongoing role at Finance and Services			48%	45%
Applied for and did not win an acting or ongoing role at Finance and Services			29%	29%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector			8%	8%
Applied for a position outside the NSW Public Service			3%	4%
Other			12%	14%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS		RESPONSE SCALE	2017	CLUSTER 2017
<b>Q9.</b> Have you noticed senior managers taking action or doing things differently as a result of the last PMES survey?				
Yes			24%	23%
No			30%	30%
Not sure			46%	48%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		44%
Female		54%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	8%
30 - 34	■	11%
35 - 39	■	14%
40 - 44	■	16%
45 - 49	■	16%
50 - 54	■	14%
55 - 59	■	12%
60 - 64		5%
65+		2%

# PROFILE OF RESPONDENTS









## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		23%
No		71%
Prefer not to say		6%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		93%
Prefer not to say		5%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

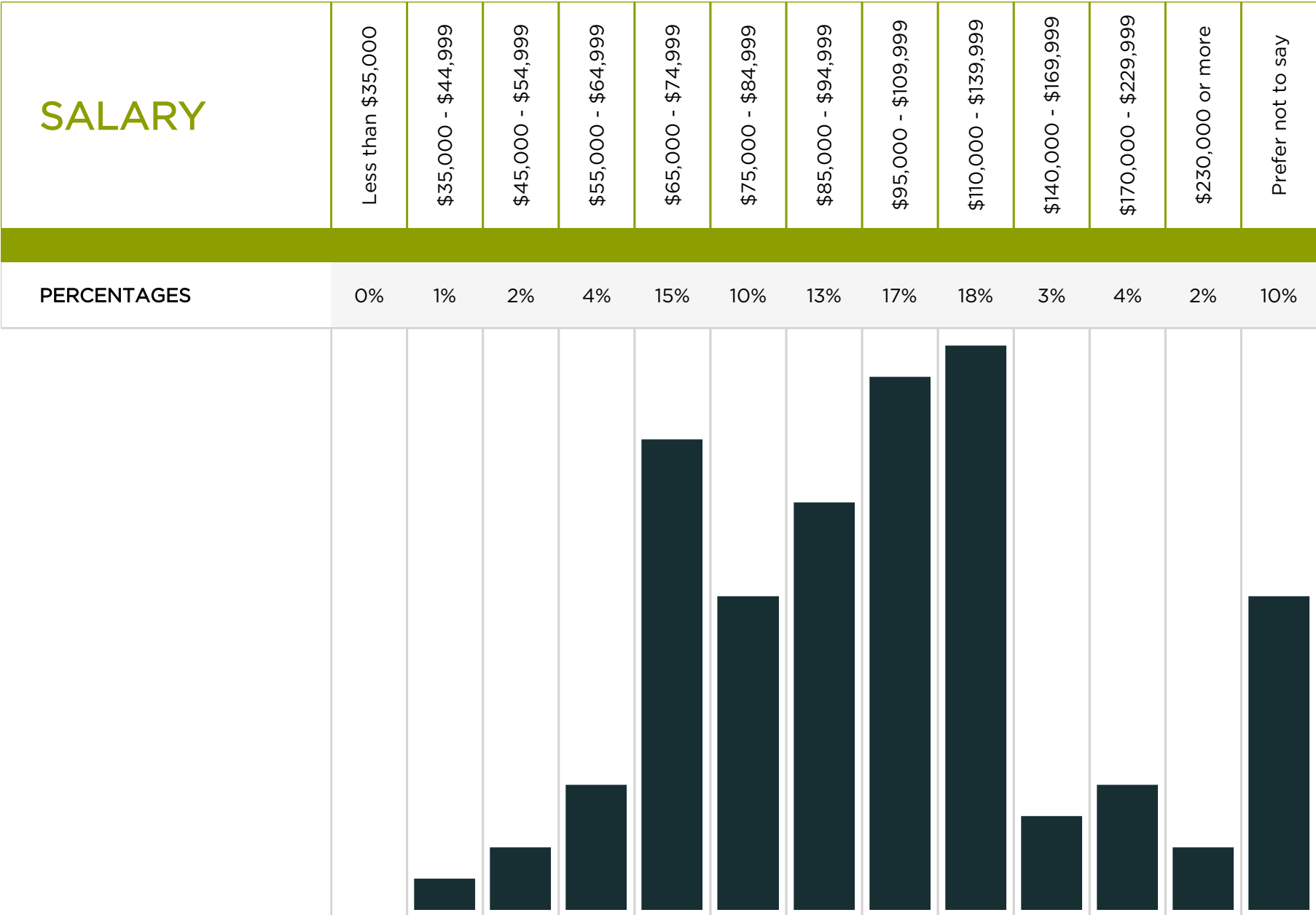
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		4%
No		90%
Prefer not to say		6%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		4%
No		90%
Prefer not to say		6%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	4915	1026	762	329	748	167	50	598	110	933
EMPLOYEE ENGAGEMENT	63%	61%	62%	69%	62%	67%	62%	67%	60%	62%
ENGAGEMENT WITH WORK	68%	66%	67%	73%	69%	71%	67%	77%	72%	65%
SENIOR MANAGERS	52%	47%	48%	59%	53%	58%	50%	61%	55%	49%
COMMUNICATION	65%	61%	62%	70%	67%	71%	68%	71%	72%	62%
HIGH PERFORMANCE	65%	61%	64%	71%	66%	70%	63%	70%	67%	62%
PUBLIC SECTOR VALUES	65%	61%	62%	70%	67%	71%	64%	71%	68%	62%
DIVERSITY & INCLUSION	73%	70%	71%	78%	75%	76%	77%	77%	76%	70%

### 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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	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	4915	22	53	100	200	702	467	608	798	827	136	200	103	470
EMPLOYEE ENGAGEMENT	63%	(r)	75%	67%	67%	62%	62%	63%	62%	61%	64%	73%	79%	57%
ENGAGEMENT WITH WORK	68%	(r)	84%	65%	66%	65%	64%	69%	68%	72%	71%	86%	93%	61%
SENIOR MANAGERS	52%	(r)	73%	57%	53%	51%	49%	50%	48%	51%	58%	74%	81%	45%
COMMUNICATION	65%	(r)	74%	68%	61%	62%	64%	63%	64%	66%	74%	82%	89%	57%
HIGH PERFORMANCE	65%	(r)	79%	69%	65%	64%	63%	64%	63%	65%	70%	79%	85%	56%
PUBLIC SECTOR VALUES	65%	(r)	77%	67%	64%	62%	63%	63%	63%	65%	71%	82%	88%	58%
DIVERSITY & INCLUSION	73%	(r)	77%	73%	70%	70%	73%	72%	72%	74%	78%	85%	89%	66%

### 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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	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>	4915	958	479	836	896	1034	463
<b>EMPLOYEE ENGAGEMENT</b>	63%	70%	66%	63%	59%	60%	60%
ENGAGEMENT WITH WORK	68%	78%	74%	68%	62%	65%	67%
SENIOR MANAGERS	52%	65%	60%	52%	46%	44%	45%
COMMUNICATION	65%	77%	72%	66%	60%	58%	58%
HIGH PERFORMANCE	65%	74%	71%	65%	61%	60%	60%
PUBLIC SECTOR VALUES	65%	76%	71%	65%	59%	59%	59%
DIVERSITY & INCLUSION	73%	81%	78%	73%	69%	69%	69%

### 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



# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	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>	4915	8	91	368	532	669	725	727	657	536	237	92
<b>EMPLOYEE ENGAGEMENT</b>	63%	(r)	70%	69%	65%	63%	62%	61%	64%	61%	62%	60%
ENGAGEMENT WITH WORK	68%	(r)	75%	73%	68%	68%	68%	67%	71%	67%	72%	71%
SENIOR MANAGERS	52%	(r)	64%	60%	57%	53%	50%	49%	52%	49%	46%	49%
COMMUNICATION	65%	(r)	75%	74%	70%	67%	64%	63%	64%	61%	59%	64%
HIGH PERFORMANCE	65%	(r)	77%	73%	68%	67%	63%	63%	64%	61%	62%	63%
PUBLIC SECTOR VALUES	65%	(r)	74%	71%	69%	67%	64%	63%	64%	62%	62%	62%
DIVERSITY & INCLUSION	73%	(r)	82%	82%	77%	74%	72%	71%	72%	70%	67%	69%

### 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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	4915	2072	2517	114
<b>EMPLOYEE ENGAGEMENT</b>	63%	63%	64%	45%
ENGAGEMENT WITH WORK	68%	69%	69%	49%
SENIOR MANAGERS	52%	53%	52%	24%
COMMUNICATION	65%	67%	65%	41%
HIGH PERFORMANCE	65%	66%	66%	40%
PUBLIC SECTOR VALUES	65%	66%	65%	40%
DIVERSITY & INCLUSION	73%	74%	73%	49%

### 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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Department of Finance, Services and Innovation	SES 1	SES 2	SES 3	Non-executive who manages employees	Other
NUMBER OF RESPONDENTS	4915	243	79	56	888	3466
EMPLOYEE ENGAGEMENT	63%	73%	75%	71%	65%	61%
ENGAGEMENT WITH WORK	68%	79%	86%	76%	73%	66%
SENIOR MANAGERS	52%	69%	76%	66%	55%	49%
COMMUNICATION	65%	77%	84%	72%	68%	63%
HIGH PERFORMANCE	65%	77%	83%	73%	68%	62%
PUBLIC SECTOR VALUES	65%	77%	82%	75%	68%	62%
DIVERSITY & INCLUSION	73%	82%	87%	78%	76%	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



## 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.

# 44%

of employees replied favourably to:

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

## 34%

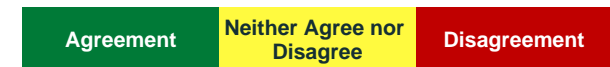
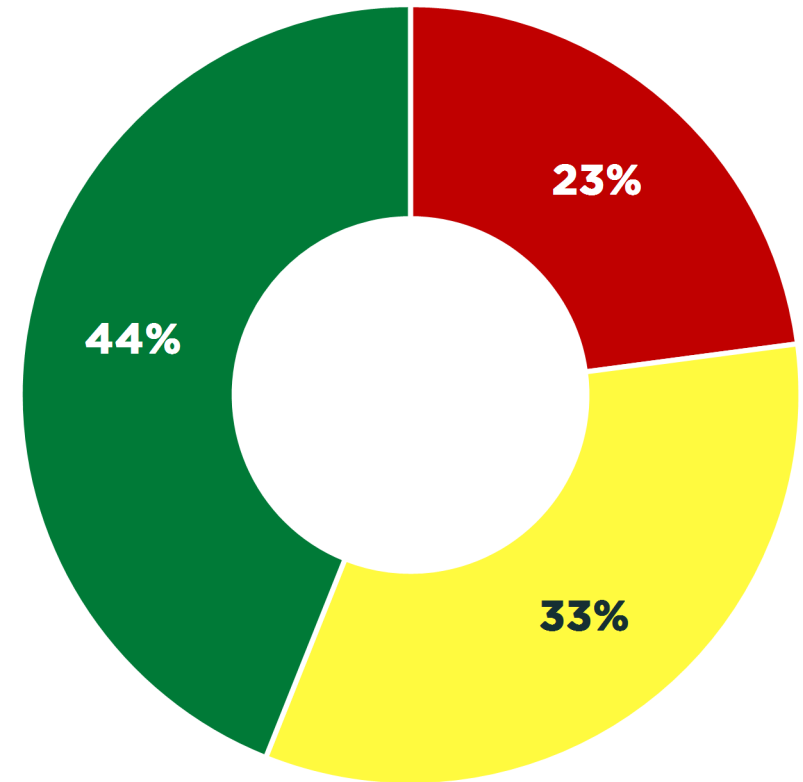
SECTOR

## 45%

CLUSTER

## 35%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

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.

## **i** HOW TO READ THIS REPORT

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



## **i** 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%.

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.