

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

Nurse
Teacher
Librarian
Accountant
Police Officer
Doctor
Policy Analyst
Surveyor
Scientist
Barrister
Solicitor
Social Worker
Welfare Worker
Laboratory Technician
Turner
Plumber
Electrician
Zookeeper
Cleaner
Ambulance Officer
Fitter
Youth Worker
Hospital Orderly
Fire Fighter
Clerk
Engineer
Receptionist
Supervisor
Ship's Engineer
Nurse
Police Officer
Museum Guide
Conservator
Plant Operator
Engineer
Cable Jointer
Plant Operator
Nurse
Doctor
Teacher
Train Driver
Accountant
Librarian
Policy Analyst
Surveyor
Scientist
Nurse
Doctor
Teacher
Train Driver
Accountant
Librarian
Warden
Prison Officer
Technician
Administrator
Train Driver
Bus Driver
Professional
Shipwright
Curator
Fitter
Surveyor
Scientist
Nurse
Doctor
Teacher
Train Driver
Accountant
Librarian
Welfare Worker
Laboratory Technician
Turner
Plumber
Electrician
Zookeeper
Cleaner
Ambulance Officer
Youth Worker
Hospital Orderly
Fire Fighter
Clerk
Receptionist
Labourer
Jointer
Solicitor
Caretaker
Cross
Ship's Officer
Ship's Master
Marine Transport
Professional
Shipwright
Curator
Museum Guide
Conservator
Plant Operator
Engineer
Cable Jointer
Plant Operator
Nurse
Doctor
Teacher
Train Driver
Accountant
Librarian
Policy Analyst
Surveyor
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Laboratory Technician
Turner
Plumber
Electrician
Social Worker
Cleaner
Fitter
Fire Fighter
Curator
Fitter
Museum Guide
Conservator
Plant Operator
Engineer
Electrical Linesworker
Operator
Engineer
Electrical Linesworker
Cable Jointer
Plant Operator
Operator
Ranger
Teacher
Nurse
Librarian
Advisor

CLUSTER REPORT Treasury

RESPONSE RATE

84%

1,353 OF 1,615 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM PUBLIC SECTOR +7

SENIOR MANAGERS

66%

DIFFERENCE FROM 2016 +8

DIFFERENCE FROM PUBLIC SECTOR +19

COMMUNICATION

75%

DIFFERENCE FROM 2016 +5

DIFFERENCE FROM PUBLIC SECTOR +15



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

77%

DIFFERENCE FROM PUBLIC SECTOR +5

HIGH PERFORMANCE

75%

DIFFERENCE FROM PUBLIC SECTOR +12

PUBLIC SECTOR VALUES

76%

DIFFERENCE FROM PUBLIC SECTOR +16

DIVERSITY & INCLUSION

79%

DIFFERENCE FROM PUBLIC SECTOR +11

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 PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	82%	81%	69%
2	Q7b. My organisation is making the necessary improvements to meet our future challenges	75%	72%	57%
3	Q7f. My organisation is committed to developing its employees	66%	66%	50%
4	Q7c. I feel that change is managed well in my organisation	50%	45%	39%
5	Q1c. My job gives me a feeling of personal accomplishment	78%	73%	75%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	52%	44%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

2a.	My workgroup strives to achieve customer/client satisfaction	92%
2c.	I receive help and support from other members of my workgroup	87%
1a.	I understand what is expected of me to do well in my role	87%
2e.	People in my workgroup treat each other with respect	86%
2b.	My workgroup works collaboratively to achieve its objectives	86%
5b.	My manager listens to what I have to say	85%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	84%
5d.	My manager encourages and values employee input	83%
5a.	My manager encourages people in my workgroup to keep improving the work they do	83%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

9a.	I have confidence in the ways my organisation resolves grievances	44%
7g.	I have confidence in the way recruitment decisions are made	49%
7c.	I feel that change is managed well in my organisation	50%
5h.	My manager appropriately deals with employees who perform poorly	51%
3g.	I am satisfied with the opportunities available for career development in my organisation	52%
3e.	My performance is assessed against clear criteria	55%
14.	I believe action will be taken on the results from this survey by my organisation	57%
3f.	I have received appropriate training and development to do my job well	59%
7d.	There is good co-operation between teams across our organisation	60%
6b.	I feel that senior managers effectively lead and manage change	61%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	84%	70%
1b.	I am provided with the support I need to do my best at work	74%	63%
7e.	People in my organisation take responsibility for their own actions	61%	51%
6c.	I feel that senior managers model the values of my organisation	67%	58%
6g.	I feel that senior managers keep employees informed about what's going on	68%	58%
7m.	My organisation inspires me to do the best in my job	70%	61%
1e.	I am satisfied with my job	73%	64%
6h.	I feel that senior managers listen to employees	62%	53%
7h.	My organisation generally selects capable people to do the job	71%	62%
7l.	My organisation motivates me to help it achieve its objectives	71%	63%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

3f.	I have received appropriate training and development to do my job well	59%	63%
9a.	I have confidence in the ways my organisation resolves grievances	44%	47%
3e.	My performance is assessed against clear criteria	55%	58%
14.	I believe action will be taken on the results from this survey by my organisation	57%	58%
8c.	I am able to speak up and share a different view to my colleagues and manager	79%	80%



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'.

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Treasury

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.

	NSW Public Sector	Treasury	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport
NUMBER OF RESPONDENTS	140063	1353	30920	6354	6747	48839	4583	17068	6273	756	12427
EMPLOYEE ENGAGEMENT	65%	72%	67%	61%	65%	64%	65%	62%	68%	73%	63%
ENGAGEMENT WITH WORK	72%	77%	75%	70%	70%	72%	72%	67%	73%	77%	68%
SENIOR MANAGERS	47%	66%	53%	43%	54%	45%	50%	39%	46%	67%	46%
COMMUNICATION	60%	75%	63%	60%	66%	57%	66%	53%	63%	73%	61%
HIGH PERFORMANCE	63%	75%	67%	60%	67%	63%	65%	55%	64%	75%	61%
PUBLIC SECTOR VALUES	60%	76%	65%	59%	67%	58%	65%	53%	62%	76%	60%
DIVERSITY & INCLUSION	67%	79%	68%	69%	73%	65%	73%	62%	73%	79%	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 10 RESPONDENTS

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Treasury

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.

	Treasury	Insurance & Care NSW (icare)	NSW Treasury	NSW Treasury Corporation (TCorp)	SAS Trustee Corporation (State Super)
NUMBER OF RESPONDENTS	1353	585	554	181	33
EMPLOYEE ENGAGEMENT	72%	78%	66%	72%	80%
ENGAGEMENT WITH WORK	77%	83%	71%	77%	87%
SENIOR MANAGERS	66%	74%	58%	68%	80%
COMMUNICATION	75%	79%	68%	79%	93%
HIGH PERFORMANCE	75%	79%	68%	78%	87%
PUBLIC SECTOR VALUES	76%	82%	69%	78%	88%
DIVERSITY & INCLUSION	79%	83%	74%	78%	92%

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



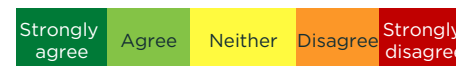
EXPLORE THE FULL RESULTS

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

EMPLOYEE ENGAGEMENT	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	29	44	18		74%	66%	60%
Q7j. I am proud to tell others I work for my organisation	34	45	16		79%	74%	68%
Q7k. I feel a strong personal attachment to my organisation	27	40	23	8	66%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	25	46	18	8	71%	63%	53%
Q7m. My organisation inspires me to do the best in my job	26	44	19	8	70%	61%	53%

KEY





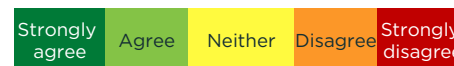
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ENGAGEMENT WITH WORK	77% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017		
Q1c. My job gives me a feeling of personal accomplishment	31	48	13	78%	73%	75%	
Q1d. I feel motivated to contribute more than what is normally required at work	36	44	11	80%	76%	72%	
Q1e. I am satisfied with my job	26	47	16	9	73%	64%	68%

KEY





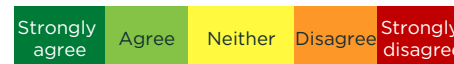
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SENIOR MANAGERS	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	45	19	9	68%	62%	48%
Q6b. I feel that senior managers effectively lead and manage change	21	40	22	12	61%	54%	44%
Q6c. I feel that senior managers model the values of my organisation	24	44	19	9	67%	58%	48%
Q6d. Senior managers encourage innovation by employees	20	46	22	8	66%	59%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	50	20		72%	66%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	32	52	11		84%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	22	46	17	11	68%	58%	45%
Q6h. I feel that senior managers listen to employees	18	44	22	10	62%	53%	41%
Q7c. I feel that change is managed well in my organisation	14	37	25	17	50%	45%	39%

KEY





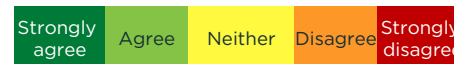
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COMMUNICATION	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	34	44	12	7	78%	75%	70%
Q5d. My manager encourages and values employee input	39	44	10		83%	79%	71%
Q5e. My manager involves my workgroup in decisions about our work	34	44	11		79%	72%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	22	46	17	11	68%	58%	45%
Q6h. I feel that senior managers listen to employees	18	44	22	10	62%	53%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	48	11		79%	80%	66%

KEY





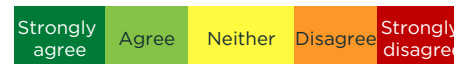
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HIGH PERFORMANCE	75% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	53	7	87%	82%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	42	44	8	86%	82%	78%
Q3f. I have received appropriate training and development to do my job well	17	42	26	59%	63%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	48	11	83%	78%	72%
Q5f. I have confidence in the decisions my manager makes	36	44	12	80%	73%	67%
Q6d. Senior managers encourage innovation by employees	20	46	22	66%	59%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	50	20	72%	66%	51%
Q7a. My organisation focuses on improving the work we do	30	52	12	82%	81%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	27	48	16	75%	72%	57%

KEY





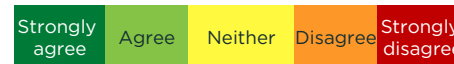
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	75% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	15	45	21	14	60%	53%	47%
Q7h. My organisation generally selects capable people to do the job	16	54	18	8	71%	62%	52%

KEY





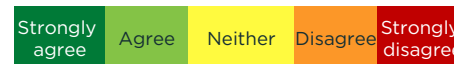
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PUBLIC SECTOR VALUES	76% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
	Strongly agree	Agree			
Q2a. My workgroup strives to achieve customer/client satisfaction	48	43	92%	90%	85%
Q2e. People in my workgroup treat each other with respect	46	40	86%	84%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	48	83%	78%	72%
Q5b. My manager listens to what I have to say	40	46	85%	79%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	45	68%	62%	48%
Q6c. I feel that senior managers model the values of my organisation	24	44	67%	58%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	32	52	84%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	22	46	68%	58%	45%
Q6h. I feel that senior managers listen to employees	18	44	62%	53%	41%

KEY





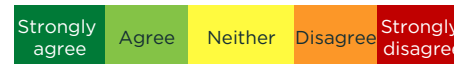
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		76% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		30	52	12	2	82%	81%	69%
Q7e. People in my organisation take responsibility for their own actions		13	48	25	10	61%	51%	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	79% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	24	50	14	10	74%	63%	63%
Q5b. My manager listens to what I have to say	40	46	8		85%	79%	75%
Q5d. My manager encourages and values employee input	39	44	10		83%	79%	71%
Q6i. Senior managers in my organisation support the career advancement of women	29	41	24		69%	64%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	34	51	10		85%	81%	74%
Q8b. Personal background is not a barrier to success in my organisation	37	45	11		83%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	48	11		79%	80%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	31	40	17	9	71%	67%	57%

KEY





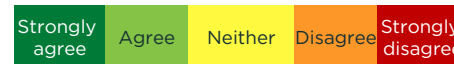
EXPLORE THE FULL RESULTS

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RECRUITMENT	60% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	13	36	28	14	10	49%	-	35%
Q7h. My organisation generally selects capable people to do the job	16	54	18	8		71%	62%	52%

KEY





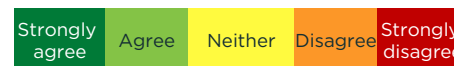
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	25	45	20	8	69%	65%	63%	
Q3e. My performance is assessed against clear criteria	16	39	27	14	55%	58%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	17	35	26	14	8	52%	44%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	38	44	12		81%	76%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	19	33	34	10	51%	47%	44%	
Q7f. My organisation is committed to developing its employees	19	47	22	9	66%	66%	50%	

KEY

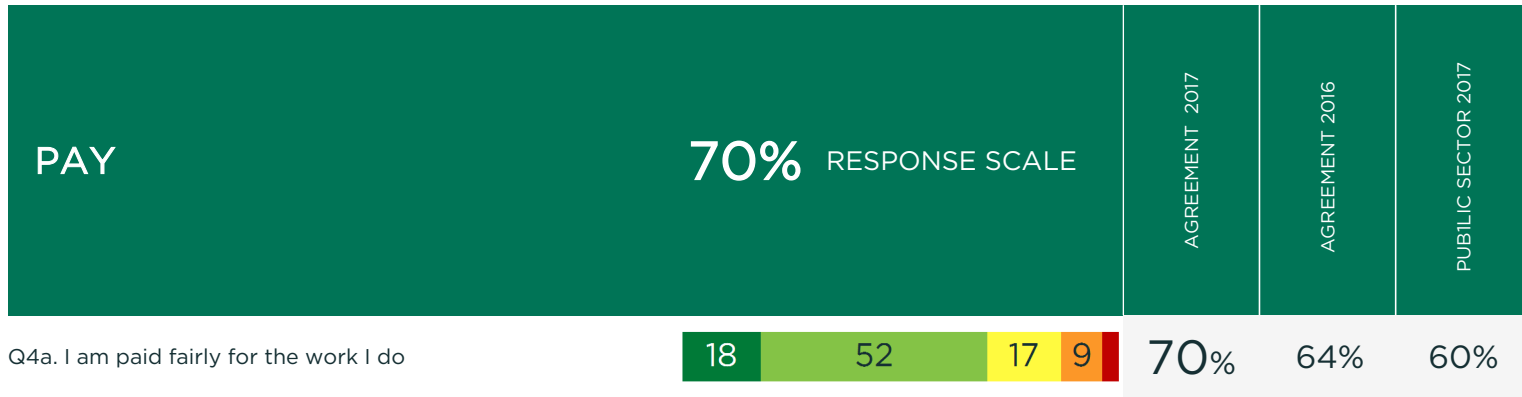




EXPLORE THE FULL RESULTS

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





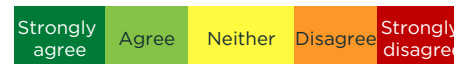
EXPLORE THE FULL RESULTS

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WORKPLACE SUPPORT	78% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	24	50	14	10	74%	63%	63%
Q1f. I am able to keep my work stress at an acceptable level	19	53	16	9	72%	69%	59%
Q2c. I receive help and support from other members of my workgroup	41	46	8		87%	87%	81%
Q2d. There is good team spirit in my workgroup	42	38	12		80%	79%	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

57% RESPONSE SCALE

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



KEY

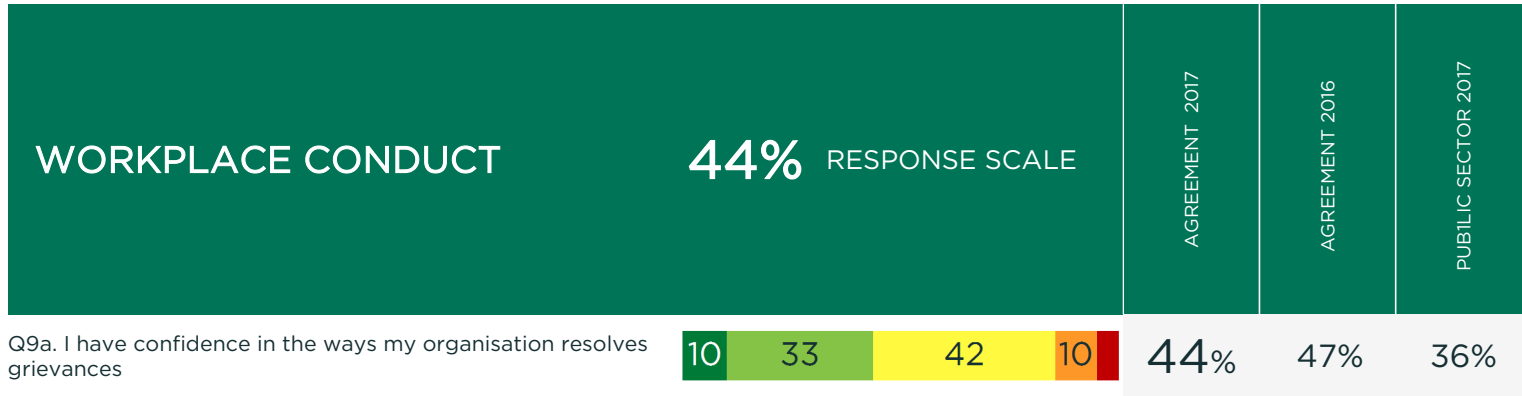




EXPLORE THE FULL RESULTS

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	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives			
Yes		76%	67%
No		24%	33%
Q3b. I have informal feedback conversations with my manager			
Yes		84%	75%
No		16%	25%
Q3c. I have scheduled feedback conversations with my manager			
Yes		71%	57%
No		29%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

2017

PUBLIC SECTOR 2017

Q3h. 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		34%	41%
No		66%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?			
There are no major barriers to my career progression		40%	30%
Lack of visible opportunities		33%	31%
Lack of promotion opportunities		32%	30%
Lack of support from my manager / supervisor		8%	14%
Geographic location considerations		14%	28%
Personal / family considerations		19%	33%
Insufficient training and development		10%	16%
Lack of required capabilities or experience		10%	11%
Lack of support for temporary assignments/secondments		11%	15%
The application/recruitment process is too cumbersome or time consuming		16%	23%
Other		8%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		9%	25%
No		78%	62%
Don't know		13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		54%	63%
No		41%	35%
Don't know		5%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work			
Yes		15%	33%
No		75%	58%
Don't know		10%	9%
Q10d. In the last 12 months I have been subjected to bullying at work			
Yes		7%	18%
No		87%	76%
Don't know		7%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

2017

PUBLIC SECTOR 2017

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.

		2017	PUBLIC SECTOR 2017
A senior manager		20%	22%
Your immediate manager/supervisor		25%	24%
A fellow worker at your level		24%	27%
A subordinate		3%	8%
A client or customer		2%	2%
A member of the public other than a client or customer	(r)		
Other		2%	4%
Prefer not to say		23%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		45%
Female		52%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	10%
30 - 34	■	16%
35 - 39	■	18%
40 - 44	■	16%
45 - 49	■	16%
50 - 54	■	10%
55 - 59	■	8%
60 - 64		3%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		24%
No		70%
Prefer not to say		6%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		1%
No		95%
Prefer not to say		5%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

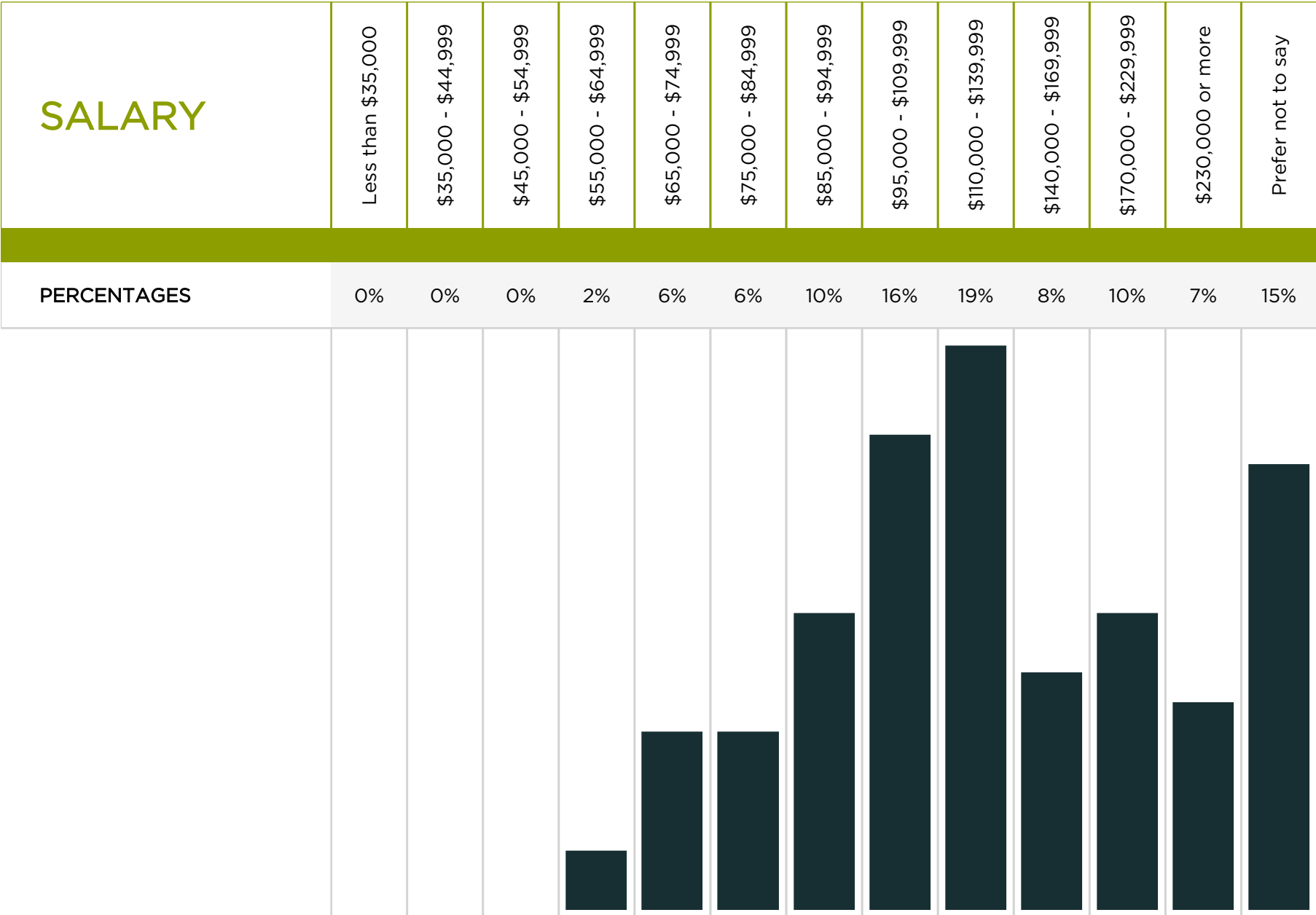
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		2%
No		92%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		91%
Prefer not to say		5%

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.

	Treasury	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	1353	137	113	109	359	184	24	151	28	205
EMPLOYEE ENGAGEMENT	72%	70%	75%	76%	74%	66%	(r)	74%	(r)	72%
ENGAGEMENT WITH WORK	77%	76%	79%	83%	79%	71%	(r)	80%	(r)	74%
SENIOR MANAGERS	66%	60%	70%	76%	68%	58%	(r)	71%	(r)	66%
COMMUNICATION	75%	66%	79%	81%	77%	71%	(r)	78%	(r)	73%
HIGH PERFORMANCE	75%	70%	75%	81%	77%	71%	(r)	76%	(r)	73%
PUBLIC SECTOR VALUES	76%	69%	78%	83%	77%	73%	(r)	81%	(r)	75%
DIVERSITY & INCLUSION	79%	71%	81%	84%	80%	77%	(r)	83%	(r)	76%

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.

	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
NUMBER OF RESPONDENTS	1353	3	3	4	25	82	82	125	205	246	108	126	96	190
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	72%	71%	70%	69%	71%	75%	75%	84%	70%
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	69%	67%	83%	77%	78%	80%	83%	90%	72%
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	64%	68%	65%	61%	64%	68%	69%	86%	67%
COMMUNICATION	75%	(r)	(r)	(r)	(r)	72%	72%	72%	70%	76%	79%	77%	90%	74%
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	71%	75%	75%	70%	74%	77%	78%	88%	74%
PUBLIC SECTOR VALUES	76%	(r)	(r)	(r)	(r)	73%	75%	74%	72%	76%	77%	80%	91%	76%
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	76%	77%	78%	74%	81%	79%	82%	90%	76%

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.

	Treasury	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1353	418	290	264	157	129	36
EMPLOYEE ENGAGEMENT	72%	77%	75%	66%	67%	69%	75%
ENGAGEMENT WITH WORK	77%	84%	80%	69%	71%	75%	85%
SENIOR MANAGERS	66%	77%	70%	57%	53%	62%	67%
COMMUNICATION	75%	83%	76%	66%	69%	72%	80%
HIGH PERFORMANCE	75%	80%	78%	70%	69%	71%	77%
PUBLIC SECTOR VALUES	76%	84%	78%	70%	69%	72%	79%
DIVERSITY & INCLUSION	79%	84%	81%	73%	72%	77%	82%

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.

	Treasury	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	1353	4	30	132	209	226	200	199	126	101	40	10
EMPLOYEE ENGAGEMENT	72%	(r)	75%	74%	69%	71%	73%	74%	78%	70%	79%	(r)
ENGAGEMENT WITH WORK	77%	(r)	76%	77%	71%	76%	79%	82%	87%	74%	88%	(r)
SENIOR MANAGERS	66%	(r)	72%	68%	63%	67%	65%	70%	75%	64%	75%	(r)
COMMUNICATION	75%	(r)	77%	76%	73%	74%	77%	76%	81%	73%	85%	(r)
HIGH PERFORMANCE	75%	(r)	78%	75%	73%	74%	75%	78%	79%	72%	85%	(r)
PUBLIC SECTOR VALUES	76%	(r)	79%	78%	74%	77%	76%	79%	81%	74%	84%	(r)
DIVERSITY & INCLUSION	79%	(r)	85%	81%	78%	77%	80%	80%	83%	74%	89%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Treasury	Male	Female	Other
NUMBER OF RESPONDENTS	1353	589	680	29
EMPLOYEE ENGAGEMENT	72%	72%	73%	(r)
ENGAGEMENT WITH WORK	77%	78%	78%	(r)
SENIOR MANAGERS	66%	68%	68%	(r)
COMMUNICATION	75%	78%	74%	(r)
HIGH PERFORMANCE	75%	76%	75%	(r)
PUBLIC SECTOR VALUES	76%	78%	77%	(r)
DIVERSITY & INCLUSION	79%	81%	79%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

ABORIGINAL OR TORRES STRAIT ISLANDER



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.

	Treasury	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1353	7	1239	59
EMPLOYEE ENGAGEMENT	72%	(r)	73%	62%
ENGAGEMENT WITH WORK	77%	(r)	78%	56%
SENIOR MANAGERS	66%	(r)	68%	50%
COMMUNICATION	75%	(r)	76%	63%
HIGH PERFORMANCE	75%	(r)	76%	62%
PUBLIC SECTOR VALUES	76%	(r)	77%	62%
DIVERSITY & INCLUSION	79%	(r)	80%	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 30 RESPONDENTS

LANGUAGE OTHER THAN ENGLISH



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.

	Treasury	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1353	309	914	83
EMPLOYEE ENGAGEMENT	72%	72%	73%	63%
ENGAGEMENT WITH WORK	77%	76%	80%	56%
SENIOR MANAGERS	66%	67%	68%	49%
COMMUNICATION	75%	77%	76%	64%
HIGH PERFORMANCE	75%	75%	76%	63%
PUBLIC SECTOR VALUES	76%	77%	78%	63%
DIVERSITY & INCLUSION	79%	79%	80%	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



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.

	Treasury	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1353	32	1204	69
EMPLOYEE ENGAGEMENT	72%	70%	73%	61%
ENGAGEMENT WITH WORK	77%	77%	79%	55%
SENIOR MANAGERS	66%	64%	68%	47%
COMMUNICATION	75%	68%	77%	57%
HIGH PERFORMANCE	75%	72%	76%	60%
PUBLIC SECTOR VALUES	76%	75%	78%	61%
DIVERSITY & INCLUSION	79%	71%	80%	62%

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AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	Treasury	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1353	74	1166	69
EMPLOYEE ENGAGEMENT	72%	68%	73%	59%
ENGAGEMENT WITH WORK	77%	73%	79%	57%
SENIOR MANAGERS	66%	64%	68%	46%
COMMUNICATION	75%	69%	77%	59%
HIGH PERFORMANCE	75%	69%	76%	62%
PUBLIC SECTOR VALUES	76%	74%	78%	61%
DIVERSITY & INCLUSION	79%	74%	80%	63%

KEY

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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.

	Treasury	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	1353	51	1190	64
EMPLOYEE ENGAGEMENT	72%	72%	73%	60%
ENGAGEMENT WITH WORK	77%	74%	79%	58%
SENIOR MANAGERS	66%	68%	68%	41%
COMMUNICATION	75%	77%	76%	58%
HIGH PERFORMANCE	75%	78%	76%	60%
PUBLIC SECTOR VALUES	76%	79%	77%	59%
DIVERSITY & INCLUSION	79%	85%	80%	61%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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

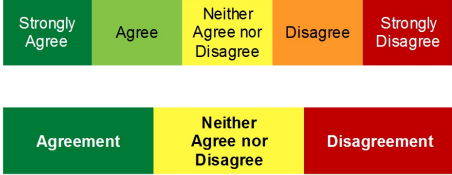
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.