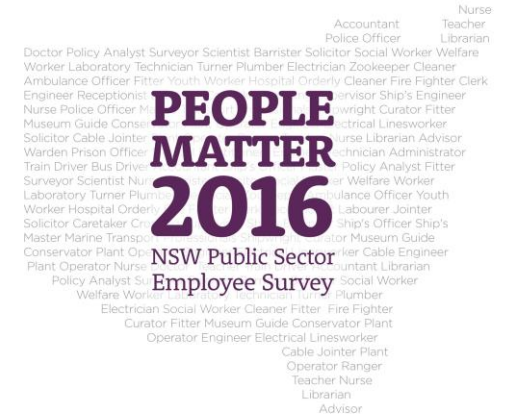


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

Finance

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## RESPONSE RATE

# 79%

**6,755 RESPONSES OUT OF  
8,595 EMPLOYEES**

## ENGAGEMENT INDEX

# 66%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2014  
CLUSTER SCORE **67%**



## ENGAGEMENT

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

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

## RESPONSE RATE

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

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

# QUESTION HEADLINES

## + HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

1h. I look for ways to perform my job more effectively	<b>93%</b>
2i. People in my workgroup treat customers/clients with respect	<b>89%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>88%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>88%</b>
1a. I understand what is expected of me to do well in my role	<b>87%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>86%</b>
7b. My organisation strives to match services to customer/client needs	<b>85%</b>
7a. My organisation provides high quality services	<b>85%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>85%</b>
2e. I receive help and support from other members of my workgroup	<b>84%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

15. I believe action will be taken on the results from this survey by my organisation	<b>41%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>42%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>45%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>45%</b>
6h. I feel that senior managers listen to employees	<b>46%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>47%</b>
7f. I feel that change is handled well in my organisation	<b>47%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>48%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>49%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>52%</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'.

## ALMOST 6,800 EMPLOYEES ACROSS FINANCE TOOK TO THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in the Finance, Services and Innovation cluster between 2nd and 31st May 2016. Almost 6,800 employees took the opportunity to have their say, resulting in a 79% response rate. This level of response is sufficient for the analysis of data across Finance and all of its organisations to be robust and representative.

People Matter has demonstrated that levels of employee engagement in Finance are slightly above the sector average at 66%. Across the cluster, employees in Service NSW and Insurance and Care NSW were more engaged than those in the Department of Finance, Services and Innovation.

Employee engagement with organisations is lower than engagement with work. An observable finding across Finance and the sector is that employees are more positive about their immediate working environment and team, with positivity declining when focus shifts to their manager, senior managers, and their organisation.

Analysis of People Matter has shown that collaborative working, employees taking responsibility for their actions, and organisation commitment to developing employees are fundamental to engagement in Finance. There is a clear distinction between perceptions of senior managers and direct managers, with the latter attracting higher scores in terms of communication and effectiveness.

Communication is an enabler for high performance and Finance scored higher than the sector overall for this question group. Perceptions of how immediate managers communicate were stronger than perceptions of senior management communication, a common finding across the sector.

Effective and visible leadership is essential for realising a high performance culture. The results for the high performance question group were slightly above the sector average. Within this group, all factors were above the sector average, particularly innovation and collaboration.

The public sector values of integrity, trust, service and accountability guide the high standards required of employees and organisations across the sector. Respondents across Finance showed higher agreement with the all the values than the sector average. The values of service and trust were rated more highly than the values of accountability and integrity.

Finance recorded broadly high scores for all diversity and inclusion questions and the majority of respondents in Finance agreed that diversity and inclusion in the workplace can contribute to better business outcomes. The perceptions for some minority groups, including Aboriginal and Torres Strait Islander and LGBTI employees, were broadly in line with cluster averages while the perceptions of employees with a disability or a diagnosed mental health condition were consistently less positive across almost all areas, which is a trend replicated across the sector.

This report focuses on all the key questions groups in People Matter, comparing performance in Finance to the sector average, and where possible providing analysis to demonstrate the themes and areas which if improved, are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

# EMPLOYEE ENGAGEMENT

## ENGAGEMENT IS ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

<b>EMPLOYEE ENGAGEMENT</b>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	67%

**66%**

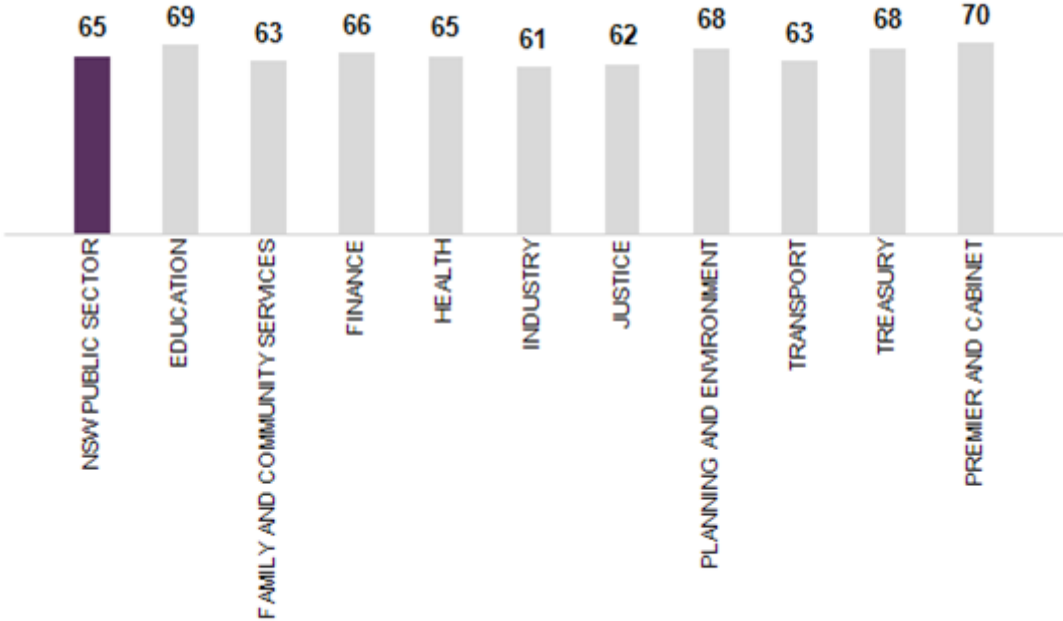
## KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★	KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7g.	There is good co-operation between teams across our organisation	54%	48%
7h.	People in my organisation take responsibility for their own actions	55%	48%
7j.	My organisation is committed to developing its employees	55%	53%
3j.	I am satisfied with the opportunities available for career development in my organisation	45%	45%
7e.	My organisation is making the necessary improvements to meet our future challenges	68%	62%
7d.	My organisation focuses on improving the work we do	80%	76%

## EMPLOYEE ENGAGEMENT BY CLUSTER



Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

*“Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”*

# EMPLOYEE ENGAGEMENT

## EMPLOYEE ENGAGEMENT IS STEADY AT THE CLUSTER LEVEL

The overall Engagement Index score for Finance was 66% and this was consistent with the sector overall (65%). Across the cluster, Service NSW and Insurance and Care NSW returned higher scores (76% and 73% respectively), compared to the Department of Finance, Services and Innovation (62%).

Just over two thirds of respondents indicated that they feel proud to tell others where they work (67%). This is the highest score in the Index, a trend reflected across the sector. Questions related to inspiration and motivation returned comparatively lower levels of agreement (both 59%) which is also consistent with sector trends.

People Matter also examined the levels of engagement with work, an area which tends to attract higher scores than engagement with broader areas of an organisation. In Finance, the aggregate score was 75% with the vast majority of respondents agreeing that they look for ways to do their job more effectively (93%). This mirrors the wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior managers or the organisation as a whole.

Engagement within this cluster by age and seniority followed typical trends seen in employment research. Engagement in Finance tapers off with age, with younger respondents being the most engaged with their organisation. Furthermore, managers of other managers were more engaged (72%) than managers (67%) and non-managers (66%). Part-time respondents were also more engaged than their full-time colleagues (71% and 65% respectively).

Also of note are the levels of engagement recorded for employees with longer tenure. A typical trend found in engagement research is that levels of engagement for new employees begin high, fall to their lowest after 2-5+ years and recover for very long servers of over 10+ years to higher than average levels. However, this 'U-shaped' pattern is not reflected in this cluster, nor is it reflected in the NSW public sector as a whole. In Finance, whilst levels of engagement do begin very high, the fall experienced with mid-level tenure never recovers, with the longest serving employees of 10+ years remaining amongst the least engaged employees in the cluster.

Aboriginal and Torres Strait Islander and LGBTI employees have levels of engagement broadly in line with the Finance average. Employees who speak a language other than English are more positive than those who do not (71% and 66% respectively).

The scale of the survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore items in the survey with the strongest association with the Engagement Index, therefore providing one way to understand what themes are most influencing levels of engagement.

The analysis revealed that co-operation and collaboration have a significant impact on levels of engagement in Finance while employees taking responsibility for their own actions and organisation commitment to employee development are also important.

# SENIOR MANAGERS

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

<b>SENIOR MANAGERS</b>  <span style="font-size: 2em; font-weight: bold;">53%</span>	PMES 2016 SECTOR SCORE	<b>47%</b>
	PMES 2016 CLUSTER HIGH	<b>58%</b>
	PMES 2016 CLUSTER LOW	<b>38%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
7j.	My organisation is committed to developing its employees	<b>55%</b>	<b>53%</b>
6i.	Senior managers in my organisation genuinely support the career advancement of women	<b>58%</b>	<b>54%</b>
7e.	My organisation is making the necessary improvements to meet our future challenges	<b>68%</b>	<b>62%</b>
7g.	There is good co-operation between teams across our organisation	<b>54%</b>	<b>48%</b>
7h.	People in my organisation take responsibility for their own actions	<b>55%</b>	<b>48%</b>
7n.	My organisation generally selects capable people to do the job	<b>56%</b>	<b>51%</b>

Results from People Matter demonstrate that overall perceptions of senior managers across Finance are above the sector average. The aggregate agreement score for this question group was 53%. Overall perceptions of senior managers were less positive for this cluster than other areas measured in the survey but this is a trend reflected across the sector.

Perceptions of senior managers were notably strong in Service NSW (71%), followed by Insurance and Care (68%), then the Department of Finance, Services and Innovation (46%). Over one fifth of respondents across the cluster provided a neutral response to most questions. This is not uncommon in large and complex organisations due to the reduced visibility of leaders.

Encouragingly, 69% of respondents agree that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis on customer and service as a focus for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to change management and listening to employees.

Agreement across all items declines with tenure and age. However, agreement by salary shows a U shape trend, whereby it is highest amongst lower and higher salary bands, and lowest amongst mid-range salary bands.

Managers of other managers held higher levels of agreement across most items when compared with direct managers and non-managers. The only exception was with respect to feeling that change is handled well in the organisation, in which all levels of seniority shared a similar level of agreement, broadly in line with the cluster average (47%).

## KEY INFLUENCERS

Analysis of People Matter has shown that organisation commitment to developing employees, senior manager support of the career advancement of women, and making necessary improvement to meet future challenges are fundamental for fostering positive perceptions of senior management within Finance.



## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

<b>COMMUNICATION</b>  <span style="font-size: 2em; font-weight: bold;">64%</span>	PMES 2016 SECTOR SCORE	<b>59%</b>
	PMES 2016 CLUSTER HIGH	<b>70%</b>
	PMES 2016 CLUSTER LOW	<b>51%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d. My manager listens to what I have to say	<b>77%</b>	<b>73%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>69%</b>	<b>65%</b>
5j. I have confidence in the decisions my line manager makes	<b>72%</b>	<b>67%</b>
5i. My manager would take appropriate action if decision-making processes were found to be biased	<b>69%</b>	<b>64%</b>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>72%</b>	<b>67%</b>
5o. My manager ensures fair access to developmental opportunities for people in my workgroup	<b>62%</b>	<b>62%</b>

Empowering and connecting with employees through communication is vital to successful organisations. Across Finance, questions about communication averaged 64% agreement, five percentage points higher than the sector average.

Across the cluster, Insurance and Care NSW and Service NSW returned higher aggregate scores for communication (74% and 73% respectively), compared to the Department of Finance, Services and Innovation (60%).

Results in Finance for all individual questions were higher than the sector average. In particular, the majority of employees felt that they are able to speak up and share a different view to colleagues and their manager (74%), that their manager communicates effectively (73%) and values employee input (74%). Higher levels of agreement were returned on items relating to immediate managers and supervisors than for senior managers, a trend that is evident across the sector.

The rate of agreement across all items declines with length of tenure. Additionally, employees 55 years or older have low perceptions of how senior managers communicate.

Whilst Aboriginal and Torres Strait Islander and LGBTI employees were broadly in line with the cluster average, respondents who speak a language other than English at home were notably more positive, as were managers of managers and senior executives.

## KEY INFLUENCERS

Statistical correlation analysis revealed that questions relating to different types of behaviour by line managers strongly influenced perceptions about communication. This includes listening to employees, taking differing needs into account when making decisions, taking action if decision-making processes are found to be biased and employee confidence in decisions made by their manager.

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

<b>HIGH PERFORMANCE</b>  <span style="font-size: 2em; font-weight: bold;">71%</span>	PMES 2016 SECTOR SCORE	<b>68%</b>
	PMES 2016 CLUSTER HIGH	<b>73%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f. I am provided with the support I need to optimise my contribution at work	<b>64%</b>	<b>59%</b>
7j. My organisation is committed to developing its employees	<b>55%</b>	<b>53%</b>
8h. I am able to speak up and share a different view to my colleagues and manager	<b>74%</b>	<b>69%</b>
6h. I feel that senior managers listen to employees	<b>46%</b>	<b>39%</b>
5f. My manager encourages and values employee input	<b>74%</b>	<b>69%</b>
6c. I feel that senior managers model the values of my organisation	<b>53%</b>	<b>48%</b>

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six separate factors and 21 questions were used to measure high performance in People Matter. The aggregate score for high performance was 71% for Finance, three points above the sector average. Results across the cluster were 80% for Service NSW, 75% for Insurance and Care NSW and 67% for the Department of Finance, Services and Innovation.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement, innovation, collaboration and outcomes.

Capability questions aimed to assess perceptions about work skills and the aggregate score for the cluster was 69% agreement, four points above the sector average. There was a high level of agreement across all items except for the perception that the organisation generally selects capable people to do their job (56%).

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by employees understanding what is expected of them. The aggregated score was 75%, one percentage point above the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived their organisation to be future and improvement focused and encouraging of innovation. These question groups scored 72% and 64% respectively, four and six points above the sector average.

Collaboration questions asked how well employees collaborate within and between teams and about the promotion of external collaboration by senior managers. Finance scored 64% agreement for this question group which was five points above the sector average. Collaboration within teams (79%) was notably stronger than perceptions of collaboration between different teams (54%).

Outcomes questions looked at achievement of organisational objectives and business outcomes. Finance returned a result of 86% agreement, one percentage point above the sector average.

Managers of other managers held the highest level of agreement with high performance overall (79%), compared to managers (73%) and non-managers (70%). Agreement by salary showed a U shape trend, where it was higher amongst lower and higher salary bands, and lower in mid-range salary bands.

## KEY INFLUENCERS

Analysis revealed that perceptions about workplace support to optimise employee contributions, organisation commitment to employee development, and leadership by senior managers strongly influenced perceptions of performance.

# PUBLIC SECTOR VALUES

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

<b>PUBLIC SECTOR VALUES</b>	PMES 2016 SECTOR SCORE	<b>66%</b>
	PMES 2016 CLUSTER HIGH	<b>74%</b>
	PMES 2016 CLUSTER LOW	<b>59%</b>

# 71%

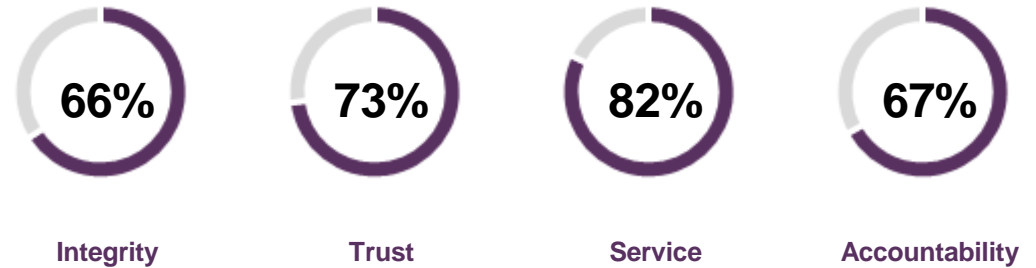
## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
7j.	My organisation is committed to developing its employees	<b>55%</b>	<b>53%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>49%</b>	<b>43%</b>
6d.	Senior managers encourage innovation by employees	<b>57%</b>	<b>49%</b>
5j.	I have confidence in the decisions my line manager makes	<b>72%</b>	<b>67%</b>
5f.	My manager encourages and values employee input	<b>74%</b>	<b>69%</b>
6e.	Senior managers promote collaboration between my organisation and others we work with	<b>57%</b>	<b>52%</b>

## PUBLIC SECTOR VALUES



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Finance had an aggregate agreement score of 71%, which is five points above the sector average.

Service questions are concerned with customer needs and service quality. Results were broadly positive with the majority of scores 85% or more, apart from senior managers communicating the importance of customers (69%).

Integrity questions related to employees being open and honest, managers and leaders modelling the behaviours expected, and policies and procedures being in place to ensure there are no conflicts of interest. The overall score was six percentage points above the sector average.

Trust included questions related to being treated with fairness and respect and having a culture of open, two-way communication. Whilst employees were positive that their workgroups treated clients with respect, less positivity was seen for treating work colleagues with respect but this was still six percentage points above the sector average.

Accountability questions relate to efficiency and continuous improvement. Whilst employees believed the organisation and managers focus on making improvements, only 55% agree that employees are taking responsibility for their actions but this is seven percentage points above the sector average.

The majority of demographic groups viewed the values in broadly the same way. However, managers of other managers have a more positive view of the values overall (79%) when compared with managers (73%) and non-managers (71%).

## KEY INFLUENCERS

Analysis of People Matter has shown that perceptions of organisation commitment to developing employees, senior managers effectively leading and managing change and encouraging innovation strongly impact on perceptions of public sector values across Finance.

# DIVERSITY & INCLUSION

## RESULTS ARE ABOVE THE SECTOR AVERAGE

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

<b>DIVERSITY &amp; INCLUSION</b>	PMES 2016 SECTOR SCORE	<b>67%</b>
	PMES 2016 CLUSTER HIGH	<b>75%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

**72%**

## KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5e. My manager communicates effectively with me	<b>73%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>67%</b>	<b>64%</b>
5j. I have confidence in the decisions my line manager makes	<b>72%</b>	<b>67%</b>
5k. My manager treats employees with dignity and respect	<b>80%</b>	<b>76%</b>
3f. I feel I can have open, honest conversations with my manager about the quality of work required	<b>76%</b>	<b>71%</b>
5o. My manager ensures fair access to developmental opportunities for people in my workgroup	<b>62%</b>	<b>62%</b>

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount. A total of 11 questions focused on diversity and inclusion in People Matter.

Across Finance, the aggregate agreement score for diversity and inclusion was 72%, five points above the sector average. Service NSW and Insurance and Care NSW returned higher scores (both 77%), while the Department of Finance, Services and Innovation score was lower than the cluster overall (69%).

The majority of items that comprise the diversity and inclusion group returned relatively high levels of agreement; scoring above 60%, with the exception that senior managers genuinely support the career advancement of women (58% agreed).

88% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes, 80% believed that their organisation respects individual cultural differences and 64% agreed that their workplaces supported them to optimise their full contribution at work.

Compared to the sector, greater positivity was evident for satisfaction with flexible working arrangements (10 percentage points higher) and feeling able to speak up and share a different view (5 percentage points higher).

There were no significant differences in the aggregate score of employees who identified themselves as LGBTI, or Aboriginal or Torres Strait Islander employees. Employees with a longer tenure with Finance were less positive in their views about diversity and inclusion.

Managers of other managers reported higher levels of agreement across most items, while direct managers and non-managers shared similar sentiment and no significant differences to the Finance average. The only item where all levels of seniority returned consistent results related to satisfaction with access and use of flexible working arrangements, which remained broadly in line with the Finance average (68%).

## KEY INFLUENCERS

Analysis of People Matter has shown that managers play a fundamental role in fostering positive perceptions of diversity and inclusion within Finance. Effective and open communication, involvement and confidence in decisions, and treating employees fairly and with dignity and respect are all linked with diversity and inclusion.

# CLUSTER COMPARISON



## EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

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.

Consider the range of scores in this cluster and how they compare to other clusters.

	Finance	Education	Family and Community Services	Health	Industry	Justice	Planning and Environment	Transport	Treasury	Premier and Cabinet
<b>NUMBER OF RESPONDENTS</b>	6755	27488	7331	38927	6882	14988	4014	13680	774	1367
<b>ENGAGEMENT</b>	66%	69%	63%	65%	61%	62%	68%	63%	68%	70%
<b>SENIOR MANAGERS</b>	53%	56%	44%	45%	41%	38%	46%	47%	58%	55%
<b>COMMUNICATION</b>	64%	63%	61%	57%	59%	51%	63%	59%	70%	66%
<b>HIGH PERFORMANCE</b>	71%	73%	68%	68%	65%	61%	69%	66%	73%	72%
<b>PUBLIC SECTOR VALUES</b>	71%	71%	67%	64%	65%	59%	68%	66%	74%	72%
<b>DIVERSITY &amp; INCLUSION</b>	72%	69%	70%	65%	69%	61%	73%	67%	75%	73%

### 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

# AGENCY COMPARISON



## EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Finance	Department of Finance, Services and Innovation	Service NSW	Insurance & Care NSW (icare)
NUMBER OF RESPONDENTS	6755	4667	1675	413
ENGAGEMENT	66%	62%	76%	73%
SENIOR MANAGERS	53%	46%	71%	68%
COMMUNICATION	64%	60%	73%	74%
HIGH PERFORMANCE	71%	67%	80%	75%
PUBLIC SECTOR VALUES	71%	67%	81%	77%
DIVERSITY & INCLUSION	72%	69%	77%	77%

### 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 FULL SURVEY RESULTS

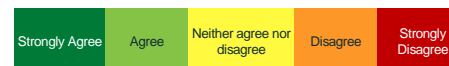
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	66% RESPONSE SCALE	AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work		63%	64%	60%
Q7p. I am proud to tell others I work for my organisation		67%	69%	68%
Q7q. I feel a strong personal attachment to my organisation		61%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives		59%	58%	55%
Q7s. My organisation inspires me to do the best in my job		59%	58%	55%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ENGAGEMENT WITH WORK	75% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		72%	76%
Q1h. I look for ways to perform my job more effectively		93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		73%	76%
Q1j. I am satisfied with my job at the present time		62%	63%

### 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.

SENIOR MANAGERS	53% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	36	23	14	11	52%	47%
Q6b. I feel that senior leaders effectively lead and manage change	15	34	24	15	12	49%	43%
Q6c. I feel that senior managers model the values of my organisation	17	36	26	10	11	53%	48%
Q6d. Senior managers encourage innovation by employees	17	40	26	10	8	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	16	41	27	9		57%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21	47	20			69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	37	22	14	12	52%	44%
Q6h. I feel that senior managers listen to employees	13	33	28	15	12	46%	39%
Q7f. I feel that change is handled well in my organisation	15	32	23	17	12	47%	41%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

COMMUNICATION	64%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q5e. My manager communicates effectively with me	30	42	14	8	73%	69%	
Q5f. My manager encourages and values employee input	31	42	15		74%	69%	
Q5g. My manager involves my workgroup in decisions about our work	27	41	18	9	67%	64%	
Q6g. I feel that senior managers keep employees informed about what's going on	15	37	22	14	12	52%	44%
Q6h. I feel that senior managers listen to employees	13	33	28	15	12	46%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	50	13	8	74%	69%	

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	71% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role	38	49			87%	90%
Q1b. I have the tools I need to do my job effectively	21	50	14	12	71%	70%
Q1c. I get the information I need to do my job well	19	49	17	12	67%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	37	48	9		85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	28	45	14	9	73%	69%
Q2b. People in my workgroup use time and resources efficiently	24	49	15	9	73%	70%
Q2c. My team works collaboratively to achieve its objectives	31	48	12		79%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	27	50	14	7	77%	76%
Q3h. I have received appropriate training and development to do my job well	17	42	23	12	59%	63%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	71% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	28	47	15	8	0	75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23	42	21	9	0	66%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	45	18	8	0	69%	65%
Q5j. I have confidence in the decisions my line manager makes	28	44	16	7	0	72%	67%
Q6d. Senior managers encourage innovation by employees	17	40	26	10	8	57%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	16	41	27	9	0	57%	52%
Q7d. My organisation focuses on improving the work we do	32	48	13	0	0	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	26	42	19	8	0	68%	62%
Q7g. There is good co-operation between teams across our organisation	16	38	23	16	7	54%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	71% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job	12 44 24 12 8	56%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23 48 20	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	38 50 10	88%	85%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	40	48	8		88%	85%
Q2b. People in my workgroup use time and resources efficiently	24	49	15	9	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	31	43	15		74%	67%
Q2h. People in my workgroup treat each other with respect	34	45	12		79%	72%
Q2i. People in my workgroup treat customers/clients with respect	40	49	7		89%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	28	47	15		75%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23	42	21	9	66%	64%
Q5d. My manager listens to what I have to say	32	45	12		77%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	28	40	19		69%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

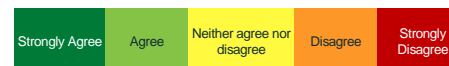
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect		80%	76%
Q5l. My manager talks to me about how the values apply to my work		63%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		52%	47%
Q6c. I feel that senior managers model the values of my organisation		53%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		69%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	44%
Q6h. I feel that senior managers listen to employees		46%	39%
Q7a. My organisation provides high quality services		85%	80%
Q7b. My organisation strives to match services to customer/client needs		85%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	36	50	9			86%	83%
Q7d. My organisation focuses on improving the work we do	32	48	13			80%	76%
Q7h. People in my organisation take responsibility for their own actions	15	40	26			55%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	51	20			71%	63%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY & INCLUSION	72% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	43	18	12	64%	59%
Q5d. My manager listens to what I have to say	32	45	12		77%	73%
Q5f. My manager encourages and values employee input	31	42	15		74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	42	19		69%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	28	40	19		69%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	21	36	32		58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	29	51	14		80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	48	20		71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	50	13	8	74%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

### DIVERSITY & INCLUSION

72% RESPONSE SCALE

AGREEMENT %

SECTOR

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



88%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

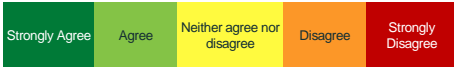


68%

58%

*Response scale Very satisfied - Very unsatisfied*

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	11	31	28	19	12	42%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	11	34	29	14	11	45%	41%
Q7n. My organisation generally selects capable people to do the job	12	44	24	12	8	56%	51%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	60% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		60%	53%
Q7g. There is good co-operation between teams across our organisation		54%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

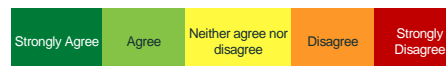
61% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	17	46	16	13	7	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	24	48	13	10	7	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	21	41	17	15	7	61%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	42	19	11	7	63%	59%
Q3e. My performance is assessed against clear criteria	18	39	23	13	7	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	31	45	12	7	7	76%	71%
Q3g. I am able to access the right learning and development opportunities as required	17	40	23	13	7	57%	60%
Q3h. I have received appropriate training and development to do my job well	17	42	23	12	7	59%	63%
Q3i. I have a strong desire to advance my career	41	34	18	7	0	75%	69%

KEY



## PERFORMANCE FRAMEWORK & DEVELOPMENT

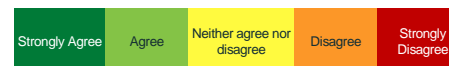
61% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	15	30	25	17	13	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	28	33	9		52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	29	42	16	8		72%	67%
Q5n. My manager appropriately deals with employees who perform poorly	18	30	32	11	8	48%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	22	40	24	8		62%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	40	23			66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	36	30			60%	53%
Q7j. My organisation is committed to developing its employees	17	38	26	12	7	55%	53%

KEY



### EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.



## EXPLORE THE FULL SURVEY RESULTS

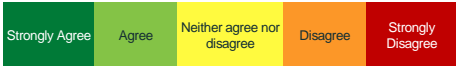
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

MOBILITY	59% RESPONSE SCALE				AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	23	28	33	9	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	40	23		66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	36	30		60%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

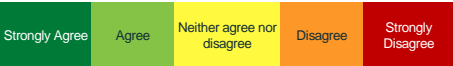
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Some key comparisons are provided.

PAY & BENEFITS	70% RESPONSE SCALE				AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	20	52	15	9	71%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	19	49	19	9	68%	60%

**KEY**







## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

DIVERSITY GROUPS	76%	RESPONSE SCALE	AGREEMENT %	SECTOR	
Q8b. Cultural background is not a barrier to success in my organisation	31	49	15	80%	77%
Q8c. Age is not a barrier to success in my organisation	27	46	16	73%	71%
Q8d. Disability is not a barrier to success in my organisation	27	47	21	74%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	30	48	19	78%	76%
Q8f. Gender is not a barrier to success in my organisation	29	46	16	75%	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	70% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	43	18	12	64%	59%
Q1k. I am able to keep my work stress at an acceptable level	18	47	18	11	65%	58%
Q1l. My workload is acceptable	17	49	17	12	66%	55%
Q2e. I receive help and support from other members of my workgroup	35	49	10		84%	80%
Q2f. There is good team spirit in my workgroup	32	40	14	8	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	19	48	17	10	67%	56%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

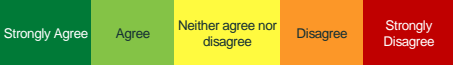
This section shows results for all the survey questions grouped by key themes.

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	41%	RESPONSE SCALE	AGREEMENT %	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation			41%	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

**58%** RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Agreement %	Sector
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	51	20	7	2	71%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	13	34	34	12	7	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	16	38	28	10	7	55%	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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
More interesting and challenging work		57%	46%
Better skills in my workgroup		30%	27%
Improved career opportunities		61%	52%
Improved learning and development opportunities		55%	50%
Greater involvement in decision making		35%	33%
Better pay and benefits		56%	58%
Greater recognition for the work I do		42%	45%
Better leadership from senior managers		37%	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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
Better leadership from my manager		27%	27%
Better accountability for performance		27%	25%
A better location		24%	20%
More flexible working conditions		47%	38%
Better work/life balance		52%	46%
Improved facilities		23%	30%
Improved technology and systems		41%	38%
Better job security		52%	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%	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		68%	72%
No		27%	24%
Don't Know		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%	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		18%	25%
No		70%	64%
Don't Know		12%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		55%	63%
No		42%	35%
Don't Know		3%	2%





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		26%	35%
No		66%	58%
Don't Know		9%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work			
Yes		13%	20%
No		80%	75%
Don't Know		7%	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%	SECTOR
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.			
A senior manager		22%	23%
Your Immediate Manager/Supervisor		30%	26%
A fellow worker at your level		22%	25%
A subordinate		6%	8%
A client or customer		1%	2%
A member of the public other than a client or customer		0%	0%
Other		4%	4%
Prefer not to say		16%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

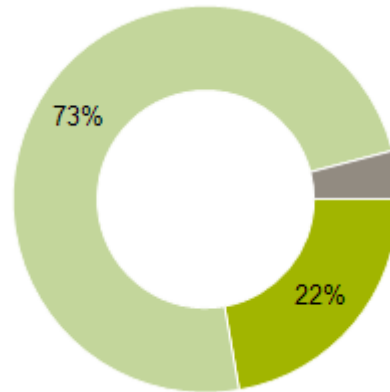
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		40%
Female		58%
Other		2%
<b>Age</b>		
<35		26%
35 - 54		57%
> 54		17%

# PROFILE OF RESPONDENTS

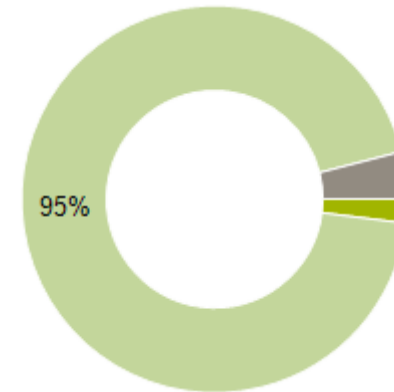


## PERSONAL PROFILES

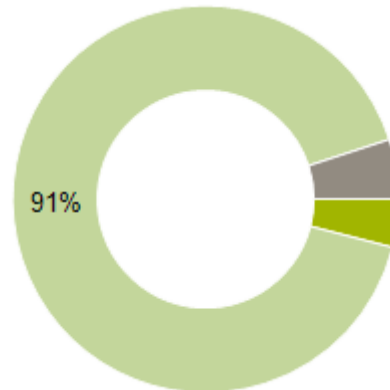
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



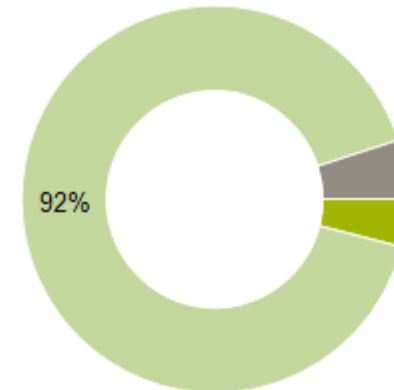
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		21%
1 - 2 years		16%
2 - 5 years		18%
5 - 10 years		17%
10 - 20 years		18%
More than 20 years		9%

# PROFILE OF RESPONDENTS



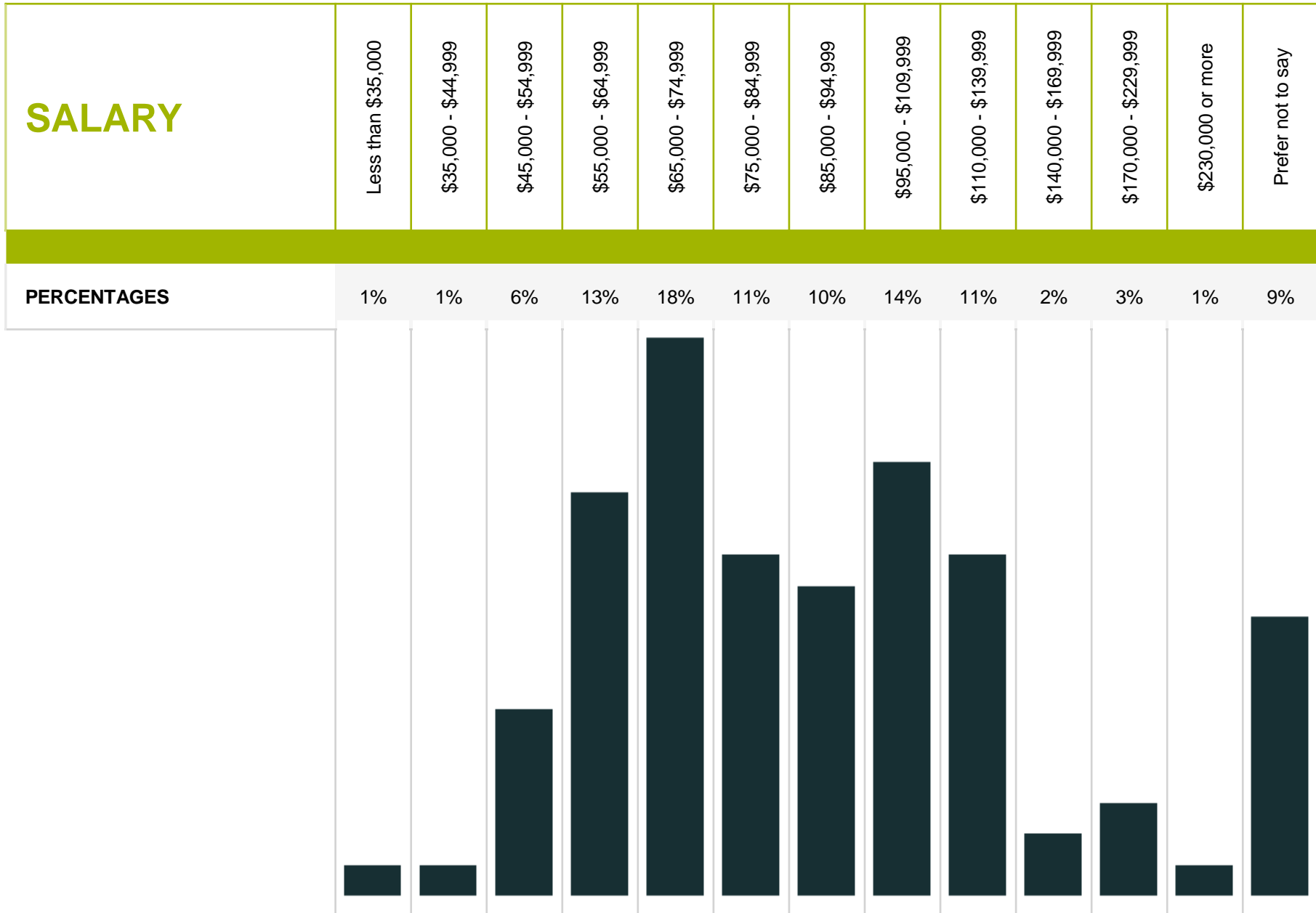
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		39%
Other service delivery work		13%
Administrative support		6%
Corporate services		12%
Policy		2%
Research		1%
Program and project management support		8%
Legal (including developing and/or reviewing legislation)		2%
Other		16%

# PROFILE OF RESPONDENTS



## WORK PROFILES



# RESULTS BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	6755	2444	834	370	768	148	53	504	119	1011
<b>ENGAGEMENT</b>	66%	71%	62%	65%	62%	61%	66%	64%	62%	63%
<b>SENIOR MANAGERS</b>	53%	61%	45%	52%	52%	52%	48%	50%	46%	49%
<b>COMMUNICATION</b>	64%	67%	61%	62%	65%	64%	68%	67%	60%	61%
<b>HIGH PERFORMANCE</b>	71%	75%	68%	69%	68%	68%	71%	71%	69%	68%
<b>PUBLIC SECTOR VALUES</b>	71%	75%	68%	68%	69%	69%	71%	72%	69%	68%
<b>DIVERSITY &amp; INCLUSION</b>	72%	73%	71%	71%	72%	71%	78%	75%	71%	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



# RESULTS BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	6755	51	82	357	820	1120	680	633	845	712	143	163	82	548
<b>ENGAGEMENT</b>	66%	73%	76%	76%	71%	68%	67%	62%	63%	62%	67%	72%	80%	60%
<b>SENIOR MANAGERS</b>	53%	59%	66%	72%	62%	56%	54%	47%	45%	46%	60%	68%	79%	45%
<b>COMMUNICATION</b>	64%	71%	73%	73%	67%	63%	65%	61%	62%	62%	74%	80%	86%	56%
<b>HIGH PERFORMANCE</b>	71%	76%	79%	80%	75%	72%	71%	67%	68%	68%	74%	79%	84%	63%
<b>PUBLIC SECTOR VALUES</b>	71%	77%	79%	81%	76%	72%	72%	67%	68%	69%	76%	81%	86%	64%
<b>DIVERSITY &amp; INCLUSION</b>	72%	75%	78%	77%	74%	71%	73%	70%	71%	72%	80%	82%	86%	64%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	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>	6755	1292	995	1133	1076	1118	567
<b>ENGAGEMENT</b>	66%	76%	69%	67%	61%	60%	59%
<b>SENIOR MANAGERS</b>	53%	72%	61%	56%	44%	42%	38%
<b>COMMUNICATION</b>	64%	78%	68%	66%	58%	56%	55%
<b>HIGH PERFORMANCE</b>	71%	81%	74%	72%	66%	65%	63%
<b>PUBLIC SECTOR VALUES</b>	71%	82%	74%	72%	66%	65%	63%
<b>DIVERSITY &amp; INCLUSION</b>	72%	81%	74%	73%	68%	67%	64%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	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>	6755	17	221	621	764	841	929	890	834	676	294	88
<b>ENGAGEMENT</b>	66%	(r)	78%	70%	70%	67%	65%	63%	64%	64%	63%	63%
<b>SENIOR MANAGERS</b>	53%	(r)	72%	63%	60%	55%	52%	51%	49%	48%	47%	45%
<b>COMMUNICATION</b>	64%	(r)	75%	71%	70%	66%	63%	62%	61%	61%	59%	60%
<b>HIGH PERFORMANCE</b>	71%	(r)	82%	76%	75%	72%	69%	69%	68%	68%	67%	68%
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	81%	75%	75%	73%	70%	70%	69%	68%	68%	68%
<b>DIVERSITY &amp; INCLUSION</b>	72%	(r)	81%	77%	77%	74%	71%	71%	69%	69%	67%	71%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	6755	2509	3617	99
<b>ENGAGEMENT</b>	66%	65%	68%	48%
<b>SENIOR MANAGERS</b>	53%	52%	56%	29%
<b>COMMUNICATION</b>	64%	64%	65%	40%
<b>HIGH PERFORMANCE</b>	71%	70%	73%	51%
<b>PUBLIC SECTOR VALUES</b>	71%	71%	72%	50%
<b>DIVERSITY &amp; INCLUSION</b>	72%	72%	73%	48%

**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

# ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Finance	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	6755	107	5918	236
<b>ENGAGEMENT</b>	66%	69%	67%	52%
<b>SENIOR MANAGERS</b>	53%	60%	54%	32%
<b>COMMUNICATION</b>	64%	66%	65%	44%
<b>HIGH PERFORMANCE</b>	71%	74%	72%	54%
<b>PUBLIC SECTOR VALUES</b>	71%	75%	72%	55%
<b>DIVERSITY &amp; INCLUSION</b>	72%	74%	73%	52%

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

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

	Finance	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	6755	1407	4605	274
<b>ENGAGEMENT</b>	66%	71%	66%	52%
<b>SENIOR MANAGERS</b>	53%	62%	53%	32%
<b>COMMUNICATION</b>	64%	70%	64%	42%
<b>HIGH PERFORMANCE</b>	71%	75%	71%	53%
<b>PUBLIC SECTOR VALUES</b>	71%	76%	71%	53%
<b>DIVERSITY &amp; INCLUSION</b>	72%	75%	72%	50%

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

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

	Finance	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	6755	252	5717	305
ENGAGEMENT	66%	62%	67%	53%
SENIOR MANAGERS	53%	48%	55%	33%
COMMUNICATION	64%	58%	66%	43%
HIGH PERFORMANCE	71%	65%	72%	54%
PUBLIC SECTOR VALUES	71%	66%	72%	56%
DIVERSITY & INCLUSION	72%	65%	74%	52%

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

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

	Finance	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	6755	441	5519	317
<b>ENGAGEMENT</b>	66%	55%	68%	57%
<b>SENIOR MANAGERS</b>	53%	43%	55%	41%
<b>COMMUNICATION</b>	64%	51%	67%	49%
<b>HIGH PERFORMANCE</b>	71%	59%	73%	58%
<b>PUBLIC SECTOR VALUES</b>	71%	59%	73%	61%
<b>DIVERSITY &amp; INCLUSION</b>	72%	59%	74%	58%

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

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

	Finance	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	6755	244	5737	288
<b>ENGAGEMENT</b>	66%	65%	67%	55%
<b>SENIOR MANAGERS</b>	53%	53%	55%	36%
<b>COMMUNICATION</b>	64%	63%	65%	48%
<b>HIGH PERFORMANCE</b>	71%	69%	72%	57%
<b>PUBLIC SECTOR VALUES</b>	71%	70%	72%	58%
<b>DIVERSITY &amp; INCLUSION</b>	72%	71%	73%	56%

**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

# GUIDE TO THIS REPORT

## **i** 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.

## **i** 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.

## **i** 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

## **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%. 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%