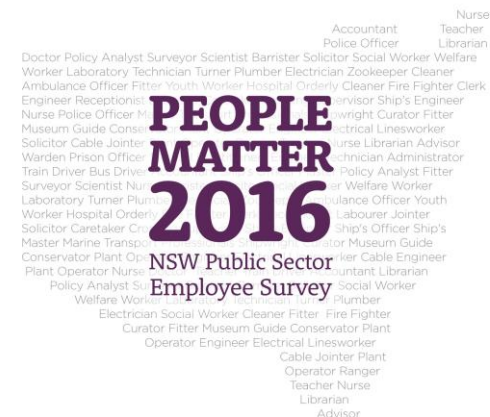


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# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



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Cluster Report

Treasury

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## RESPONSE RATE

# 96%

**774 RESPONSES OUT OF  
806 EMPLOYEES**

## ENGAGEMENT INDEX

# 68%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2014  
CLUSTER SCORE **62%**



## ENGAGEMENT

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

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

## RESPONSE RATE

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

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

# QUESTION HEADLINES



## HIGHEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

1h. I look for ways to perform my job more effectively	<b>95%</b>
2i. People in my workgroup treat customers/clients with respect	<b>92%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>91%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>90%</b>
2e. I receive help and support from other members of my workgroup	<b>87%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>86%</b>
7a. My organisation provides high quality services	<b>86%</b>
2h. People in my workgroup treat each other with respect	<b>84%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>84%</b>
5k. My manager treats employees with dignity and respect	<b>84%</b>



## LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

7l. My organisation's processes for recruiting employees are efficient	<b>37%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>42%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>44%</b>
7f. I feel that change is handled well in my organisation	<b>45%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>47%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>47%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>50%</b>
7h. People in my organisation take responsibility for their own actions	<b>51%</b>
6h. I feel that senior managers listen to employees	<b>53%</b>
7g. There is good co-operation between teams across our organisation	<b>53%</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 ALL EMPLOYEES ACROSS THE TREASURY CLUSTER TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Treasury between 2nd and 31st May 2016. Almost all employees took the opportunity to have their say, resulting in a 96% response rate. This level of response is therefore more than sufficient for the analysis of data across Treasury to be robust and representative.

Employee engagement is the only metric in People Matter which can be directly contrasted with 2014 results, since the survey scale and response calculations remained consistent. The 2016 engagement score for Treasury of 68% shows a six percentage point improvement since the last survey in 2014 resulting in Treasury being one of the most engaged clusters across the public sector. Within the Treasury cluster, TCorp recorded an even higher engagement score of 72%.

Even with this improvement, employee engagement with their organisation or agency is lower across the sector than engagement with employees' own work. Employees were notably more positive regarding their immediate working environment and team, with agreement scores declining when the focus of questions shifted to their managers, their senior managers, and their organisations.

Analysis of People Matter has shown that perceptions of effective leadership and change management, access to adequate information and career development opportunities as well as opinions on collaborative working and the perceived capability of colleagues are all fundamental to engagement at Treasury. Across the sector, there is a clear distinction between perceptions of senior managers and direct managers, with the latter attracting significantly higher scores in terms of communication and effectiveness. However, perceptions of senior managers and leadership in general are broadly higher at Treasury than sector averages.

Communication is an enabler for high performance, and respondents across Treasury for the most part felt that they could speak up and have their voices heard. There was also general agreement that they are listened to locally by their direct managers and supervisors. This is encouraging as analysis demonstrates that perceptions of direct managers fundamentally influences how employees feel about communication. However, there are still some perceived barriers of communication between senior managers and other employees across Treasury.

Effective and visible leadership is essential for realising a high performance culture. The results for the high performance question group were above the sector average at 73%. Within this group, capability, continuous improvement, innovation and collaboration were above the sector average.

The public sector values of integrity, trust, service and accountability guide the high standards required of all employees and organisations across the sector. Respondents across Treasury demonstrate high agreement with all of the values, especially with aspects of service and trust.

The majority of respondents at Treasury agreed that diversity and inclusion in the workplace can contribute to better business outcomes. Accounting for a small part of the sector, Treasury did not have sufficiently large populations of key minority groups such as Aboriginal and Torres Strait Islander and LGBTI employees to enable analysis. The comparatively large population of respondents who said that they speak a language other than English at home demonstrated levels of engagement and agreement with other survey metrics notably higher than average.

This report focuses on all the key questions groups in People Matter, comparing performance in Treasury to the sector average and, where possible, providing analysis to demonstrate the themes and areas which 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 IMPROVING

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

<h3>EMPLOYEE ENGAGEMENT</h3> <p><b>68%</b></p>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	62%

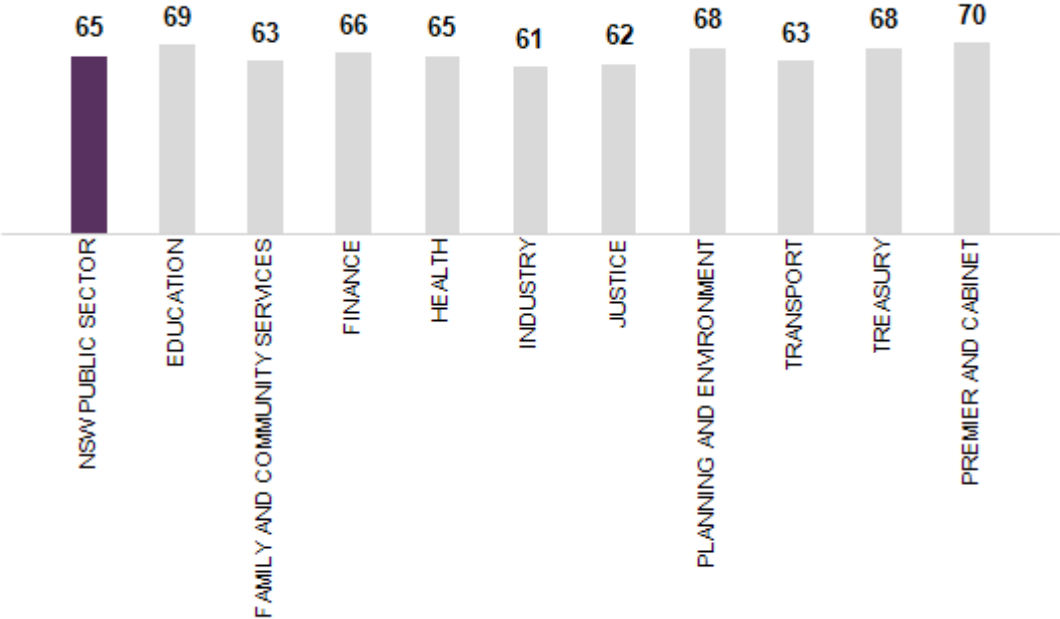
## KEY DRIVERS OF ENGAGEMENT

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
7j.	My organisation is committed to developing its employees	66%	53%
7f.	I feel that change is handled well in my organisation	45%	41%
1f.	I am provided with the support I need to optimise my contribution at work	63%	59%
1c.	I get the information I need to do my job well	65%	67%
7h.	People in my organisation take responsibility for their own actions	51%	48%
7g.	There is good co-operation between teams across our organisation	53%	48%

## 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”*

## ENGAGEMENT IS HIGH ABOVE THE SECTOR AVERAGE AT THE CLUSTER LEVEL

The overall Engagement Index score for Treasury in 2016 is 68% which is an improvement on the 2014 score of 62%. Improvements on individual engagement question scores ranged between seven to twelve percentage points, except for feelings of personal attachment to an organisation which has improved by three points and remains slightly below the sector average. Levels of engagement were even higher at TCorp with 72%.

People Matter also examined the levels of engagement shown by respondents with their work, an area which tends to attract moderately higher scores than engagement with broader areas of an organisation. This follows a 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 management or their organisation as a whole.

The vast majority of Treasury respondents agreed that they look for ways to do their job more effectively (95%), an encouraging finding and in line with the sector average. 76% of respondents said that they are motivated to contribute above expectations and 64% reported that they are satisfied with their current job. However 73% reported that their job gives them a feeling of personal accomplishment which is three percentage points below the sector average.

Male employees tended to report slightly higher levels of engagement (70%) than female employees (67%). There are also slightly more male employees in senior positions who tended to display higher engagement scores, as did those with management or supervisory responsibilities (72%).

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. Whilst this 'U' shaped pattern is not evident from results within the wider sector it is displayed in levels of engagement recorded at Treasury. Levels of engagement do begin very high at 73% for those who have worked at Treasury for less than a year, before falling to between 65-68% for those of mid-level tenure. Respondents with 20 years service or more then recover to 75% engagement.

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.

This analysis revealed that a belief in a commitment to employee development is fundamental to engagement at Treasury. 66% of respondents agreed that their organisation has this commitment which is considerably above the sector average of 53%. Change management and the provision of adequate support and information also drives engagement at Treasury and agreement scores are generally above sector averages, except for receiving information which falls marginally below the sector average.

# 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>	PMES 2016 SECTOR SCORE	<b>47%</b>
	PMES 2016 CLUSTER HIGH	<b>58%</b>
	PMES 2016 CLUSTER LOW	<b>38%</b>

**58%**

## 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>66%</b>	<b>53%</b>
7g.	There is good co-operation between teams across our organisation	<b>53%</b>	<b>48%</b>
7h.	People in my organisation take responsibility for their own actions	<b>51%</b>	<b>48%</b>
6i.	Senior managers in my organisation genuinely support the career advancement of women	<b>64%</b>	<b>54%</b>
7e.	My organisation is making the necessary improvements to meet our future challenges	<b>72%</b>	<b>62%</b>
7m.	Recruitment and promotion decisions in this organisation are generally fair	<b>42%</b>	<b>41%</b>

Results from People Matter demonstrate that overall perceptions of senior managers across Treasury are above the sector average. The aggregate agreement score for this question group was 58%. Overall perceptions of senior managers were less positive than other areas measured in the survey for this cluster but this is a trend reflected across the sector, albeit with considerable lower scores than Treasury.

In regards to communication, just over half (53%) of Treasury respondents felt that senior managers listen to employees and 58% felt that they kept employees adequately informed, both above the sector by 14 and 15 percentage points respectively. In addition, 70% agreed that senior managers communicate the importance of customers and patients in achieving their objectives, 10 points above the sector average.

Turning to the future and new ways of working across Treasury, 62% agree that senior managers provide a clear sense of direction and 59% agree that they encourage innovation, 15 and 10 points above the sector respectively. In regards to leadership, 45% of respondents agreed that change is handled well by senior managers and 54% agree that senior leaders effectively lead and manage change.

There were considerable differences between how different groups of employees responded to questions about senior managers. Respondents who identified as working in a corporate services function were significantly more positive about senior managers (69%) than the largest group of employees who work in a policy function and who showed an average agreement score of 57%. New employees with less than one year tenure were some of the most engaged respondents and also held some of the most positive views on senior managers, averaging 74% agreement. However, unlike the trends observed with engagement, these positive perceptions do not recover with long tenure and those who have worked at the organisation for 20 years or more averaged 59% agreement with questions relating to senior managers.

## KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding employee development and whether an organisation is focused on continuous improvement strongly influenced the outcomes of senior manager question scores and therefore shows a strong association between these themes and perceptions of leadership. 66% of respondents believe that senior managers in their organisation are committed to developing staff, 13 percentage points above the sector. In addition, 64% agree that they also specifically support the career advancement of women, which is ten percentage points above the sector average. However this score is 60% amongst female employees. Also of note, just 42% believe that recruitment and promotion is fair, which is one of the few results in line with sector rather than above it.



## 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;">70%</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>79%</b>	<b>73%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>73%</b>	<b>65%</b>
5i. My manager would take appropriate action if decision-making processes were found to be biased	<b>72%</b>	<b>64%</b>
5j. I have confidence in the decisions my line manager makes	<b>73%</b>	<b>67%</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>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>76%</b>	<b>67%</b>

Empowering and connecting with employees through communication is vital to successful organisations. Across Treasury, questions about communication averaged 70% agreement, the highest cluster across the sector.

Analysis has shown that perceptions about whether or not direct managers listen to employees has a direct influence on perceptions about communications in Treasury. In addition, People Matter found that 75% of employees at Treasury feel that their manager communicates effectively with them, six points above the sector average. Slightly more (79%) agreed that their manager encourages and values their input (ten percentage points above the sector average) whilst 72% agreed that their manager involves them and their workgroup in decision-making (eight percentage points above the sector average).

Communication from senior managers were perceived less favourably than communications from direct managers, with 58% of respondents agreeing that their senior managers keep employees adequately informed about what is going on. Marginally less agreed that senior managers listen to employees (53%). As for most Treasury results however, these were both still considerably higher than sector averages by 14 percentage points.

Given the impact direct managers and senior managers can have on perceptions about communication, it is unsurprising to note that respondents who indicated they supervise the work of others tended to be more positive toward communication questions compared with non-managers (73% and 68% respectively). Part time employees also tended to be slightly less positive at 66%, which is a noted trend across the sector.

## KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions about wider perceptions of direct managers were influencing perceptions about communications within Treasury. 79% believed that their direct managers listen to them and 73% believe that their manager takes into account of differing needs when making decisions. 76% of employees believe that their direct manager provides them with adequate acknowledgement or other types of recognition and 73% have confidence in decisions of their direct managers. All of these areas are above sector averages.

## 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;">73%</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>63%</b>	<b>59%</b>
5f. My manager encourages and values employee input	<b>79%</b>	<b>69%</b>
5e. My manager communicates effectively with me	<b>75%</b>	<b>69%</b>
5i. My manager would take appropriate action if decision-making processes were found to be biased	<b>72%</b>	<b>64%</b>
5g. My manager involves my workgroup in decisions about our work	<b>72%</b>	<b>64%</b>
6h. I feel that senior managers listen to employees	<b>53%</b>	<b>39%</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 73% at Treasury, which is above the sector average of 68%.

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. Treasury capability questions collectively scored 73% agreement which is 8 percentage points above the sector average.

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. The aggregated agreement score for these questions was 74%, in line with the sector average.

Continuous Improvement and Innovation questions explored whether employees perceived Treasury to be future and improvement focused and encouraging of innovation. These question groups scored 75% and 65% respectively, both seven percentage points above the sector average.

Collaboration survey questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. Treasury collectively scored 67% agreement for this question group which was eight points above the sector average.

Outcomes questions looked at achievement of organisational objectives and business outcomes. Treasury returned a result of 88% agreement which marginally above the sector average.

Across all parts of the High Performance questions, respondents who said that they work in a service delivery function with direct public contact (10% of respondents) were notably less positive (62%) than those in other types of work. By comparison, administrative and corporate services functions were significantly more positive (80% and 79% respectively). There were no significant differences recorded between full and part time employees and, as commonly observed across all survey items, positivity tended to increase with seniority.

## KEY INFLUENCERS

Analysis revealed that perceptions about workplace support and about direct managers strongly influenced perceptions about high performance. Responses about commitment to employee development and levels of management communication with employees were well above sector averages.

# 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>

**74%**

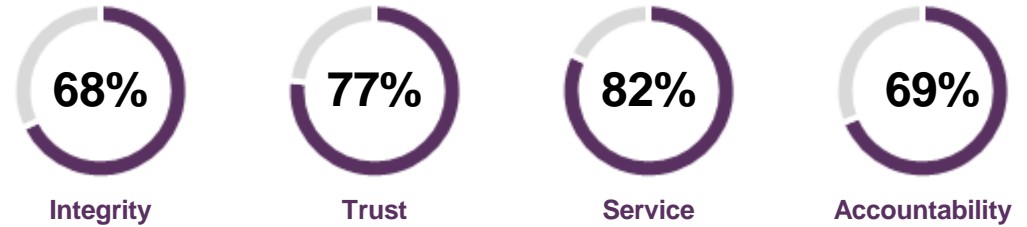
## KEY INFLUENCERS

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
5f.	My manager encourages and values employee input	<b>79%</b>	<b>69%</b>
5e.	My manager communicates effectively with me	<b>75%</b>	<b>69%</b>
5j.	I have confidence in the decisions my line manager makes	<b>73%</b>	<b>67%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>54%</b>	<b>43%</b>
5g.	My manager involves my workgroup in decisions about our work	<b>72%</b>	<b>64%</b>
7j.	My organisation is committed to developing its employees	<b>66%</b>	<b>53%</b>

## PUBLIC SECTOR VALUES



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Treasury had an aggregate agreement score of 74% which is eight points above the sector average.

Integrity was measured by 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. Treasury respondents scored 68%, 8 percentage points above the sector average of 60%.

Trust included questions relating to being treated with fairness and respect and having a culture of open, two-way communication. Treasury respondents were in agreement by 77%, nine points above the sector average. Service questions were concerned with customer satisfaction and needs as well as service quality and was the highest scoring value with 82% agreement. Service was consistently the highest scoring value across the sector.

Accountability questions relate to efficiency, continuous improvement and taking responsibility. 69% of Treasury respondents were in agreement with these questions. This score was negatively impacted by the fact that only 51% of respondents agreed that people take responsibility for their actions.

Employees in service delivery roles involving direct contact with the public had a notably lower score at 59% whilst corporate services and project management and administrative support roles were notably higher (79%, 79% and 80% respectively). Managers had a higher agreement score on integrity questions compared with non-managers (73% and 66%), whilst managers of other managers had the highest score (80%).

## KEY INFLUENCERS

Statistical correlation analysis revealed that having confidence in direct managers strongly influenced perceptions about values. Whether or not managers were deemed to be effectively managing change, communicating well and involving employees in decisions, impacted highly on decisions about responses to values questions.

# 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>

**75%**

## 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>75%</b>	<b>69%</b>
5g.	My manager involves my workgroup in decisions about our work	<b>72%</b>	<b>64%</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>
5j.	I have confidence in the decisions my line manager makes	<b>73%</b>	<b>67%</b>
5m.	My manager provides acknowledgement or other recognition for the work I do	<b>76%</b>	<b>67%</b>
5k.	My manager treats employees with dignity and respect	<b>84%</b>	<b>76%</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. Overall, the responses for these questions were broadly positive, with an aggregate score of 75% across all items, making Treasury the highest scoring cluster in this area.

Nearly all respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes (91%). Furthermore, 80% agreed that their organisation respects individual differences.

Organisations must be able to support a diverse range of employees to fulfil their potential. Across Treasury, 63% agreed that their workplaces supported them to optimise their full contribution in the workplace. Whilst lower than other scores in Treasury it is still four points higher than the sector average. A similar proportion were satisfied with their ability to access flexible working arrangements (67%).

64% of respondents in Treasury agreed that senior managers across the organisation support the career advancement of women. This is 10 percentage points above the sector average. Men tended to be more positive in their responses, with 70% of males agreeing with this statement, compared with 60% of female respondents.

However, across most other areas, male and female respondents were broadly aligned. Employees who speak a language other English at home were slightly more positive than average, at 79% for this group of questions.

## KEY INFLUENCERS

Analysis revealed that employees at Treasury explicitly link their experiences of diversity and inclusion with their opinions about their direct manager. All the top six questions which most strongly correlated with the answers to the diversity and inclusion questions were about direct manager behaviours such as treating employees with dignity and respect, acknowledgement and recognition, and being open and honest. This was not an uncommon finding within other clusters across the sector.

# 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.

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

	Treasury	NSW Treasury	SAS Trustee Corporation (State Super)	NSW Treasury Corporation (TCorp)
NUMBER OF RESPONDENTS	774	579	46	149
ENGAGEMENT	68%	67%	70%	72%
SENIOR MANAGERS	58%	56%	63%	66%
COMMUNICATION	70%	67%	78%	76%
HIGH PERFORMANCE	73%	71%	77%	79%
PUBLIC SECTOR VALUES	74%	72%	75%	80%
DIVERSITY & INCLUSION	75%	73%	82%	78%

### 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	68% RESPONSE SCALE	AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work		66%	54%	60%
Q7p. I am proud to tell others I work for my organisation		74%	67%	68%
Q7q. I feel a strong personal attachment to my organisation		61%	57%	64%
Q7r. My organisation motivates me to help it achieve its objectives		63%	51%	55%
Q7s. My organisation inspires me to do the best in my job		61%	51%	55%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

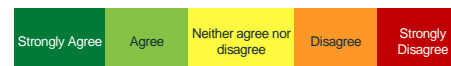
This section shows results for all the survey questions grouped by key themes.

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Some key comparisons are provided.

ENGAGEMENT WITH WORK	77%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q1g. My job gives me a feeling of personal accomplishment	24	49	15	9	73%	76%
Q1h. I look for ways to perform my job more effectively	43	52			95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work	32	43	15	8	76%	76%
Q1j. I am satisfied with my job at the present time	20	44	18	14	64%	63%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

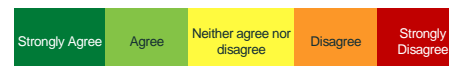
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Some key comparisons are provided.

SENIOR MANAGERS	58% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	44	21	12		62%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14	40	23	14	8	54%	43%
Q6c. I feel that senior managers model the values of my organisation	16	42	24	11	7	58%	48%
Q6d. Senior managers encourage innovation by employees	13	46	24	13		59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	49	22	9		66%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21	49	19	8		70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	44	20	13	8	58%	44%
Q6h. I feel that senior managers listen to employees	12	41	25	13	9	53%	39%
Q7f. I feel that change is handled well in my organisation	10	34	26	20	9	45%	41%

### KEY





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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	70% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5e. My manager communicates effectively with me		75%	69%
Q5f. My manager encourages and values employee input		79%	69%
Q5g. My manager involves my workgroup in decisions about our work		72%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		58%	44%
Q6h. I feel that senior managers listen to employees		53%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		80%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

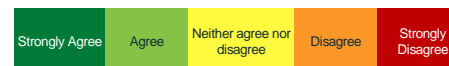
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Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role		82%	90%
Q1b. I have the tools I need to do my job effectively		73%	70%
Q1c. I get the information I need to do my job well		65%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		84%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things		77%	69%
Q2b. People in my workgroup use time and resources efficiently		74%	70%
Q2c. My team works collaboratively to achieve its objectives		82%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		82%	76%
Q3h. I have received appropriate training and development to do my job well		63%	63%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE				AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	27	51	13	8	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	46	21	8	68%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	49	16	8	73%	65%
Q5j. I have confidence in the decisions my line manager makes	30	43	18	8	73%	67%
Q6d. Senior managers encourage innovation by employees	13	46	24	13	59%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	49	22	9	66%	52%
Q7d. My organisation focuses on improving the work we do	28	54	13	8	81%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	24	48	19	8	72%	62%
Q7g. There is good co-operation between teams across our organisation	13	41	23	18	53%	48%

### KEY





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

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	40	50			90%	85%
Q2b. People in my workgroup use time and resources efficiently	23	50	15	9	74%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	37	44	12		81%	67%
Q2h. People in my workgroup treat each other with respect	40	45	10		84%	72%
Q2i. People in my workgroup treat customers/clients with respect	42	50			92%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	27	51	13		78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	46	21	8	68%	64%
Q5d. My manager listens to what I have to say	33	47	13		79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	43	19		72%	64%

### KEY





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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect	41	44	9			84%	76%
Q5l. My manager talks to me about how the values apply to my work	23	39	22	13		62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	44	21	12		62%	47%
Q6c. I feel that senior managers model the values of my organisation	16	42	24	11	7	58%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	21	49	19	8		70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	44	20	13	8	58%	44%
Q6h. I feel that senior managers listen to employees	12	41	25	13	9	53%	39%
Q7a. My organisation provides high quality services	28	58	10			86%	80%
Q7b. My organisation strives to match services to customer/client needs	27	56	13			83%	80%

KEY





## EXPLORE THE FULL SURVEY RESULTS

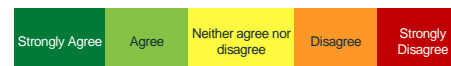
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	34	52	9	86%	83%		
Q7d. My organisation focuses on improving the work we do	28	54	13	81%	76%		
Q7h. People in my organisation take responsibility for their own actions	12	39	28	51%	48%		
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	19	52	21	70%	63%		

### KEY







## EXPLORE THE FULL SURVEY RESULTS

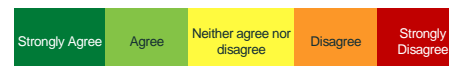
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Some key comparisons are provided.

DIVERSITY & INCLUSION	75% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	16	47	19	13	63%	59%
Q5d. My manager listens to what I have to say	33	47	13		79%	73%
Q5f. My manager encourages and values employee input	31	49	12		79%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	29	44	16	8	73%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	43	19		72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	24	40	26		64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	26	55	14		81%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	21	50	21		71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	25	55	11		80%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY & INCLUSION	75% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	43	48	8		91%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	26	41	20	9	67%	58%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

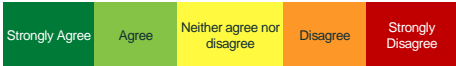
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Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	7	30	27	21	14	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	33	34	15	9	42%	41%
Q7n. My organisation generally selects capable people to do the job	11	51	24	9		62%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

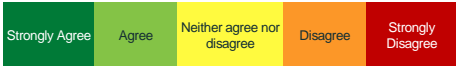
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Some key comparisons are provided.

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		61%	53%
Q7g. There is good co-operation between teams across our organisation		53%	48%

KEY



## PERFORMANCE FRAMEWORK & DEVELOPMENT

65% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3a. I have a current performance plan that sets out my individual objectives	22	55	11	10	77%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	24	47	13	12	72%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	22	44	15	15	66%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	22	43	20	12	65%	59%
Q3e. My performance is assessed against clear criteria	14	44	22	15	58%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	31	45	13		76%	71%
Q3g. I am able to access the right learning and development opportunities as required	19	47	19	11	66%	60%
Q3h. I have received appropriate training and development to do my job well	16	47	24	10	63%	63%
Q3i. I have a strong desire to advance my career	45	37	13		82%	69%

KEY



### EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

65% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	13	31	27	19	10	44%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	31	35	11		50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	31	45	15			76%	67%
Q5n. My manager appropriately deals with employees who perform poorly	14	32	36	12		47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	24	45	22			69%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	41	26			66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	38	31			61%	53%
Q7j. My organisation is committed to developing its employees	17	49	21	9		66%	53%

KEY



### EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.



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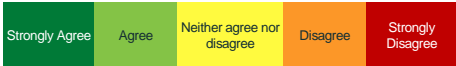
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Some key comparisons are provided.

MOBILITY	59% RESPONSE SCALE				AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	31	35	11	50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	41	26		66%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	38	31		61%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

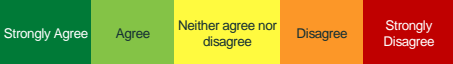
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Some key comparisons are provided.

PAY & BENEFITS	64% RESPONSE SCALE				AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	16	48	18	14	64%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	17	47	20	13	63%	60%

**KEY**







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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	30	50	15	80%	77%
Q8c. Age is not a barrier to success in my organisation	25	45	19	70%	71%
Q8d. Disability is not a barrier to success in my organisation	25	47	26	72%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	28	51	19	79%	76%
Q8f. Gender is not a barrier to success in my organisation	30	47	16	77%	74%

### KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	73% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		63%	59%
Q1k. I am able to keep my work stress at an acceptable level		69%	58%
Q1l. My workload is acceptable		68%	55%
Q2e. I receive help and support from other members of my workgroup		87%	80%
Q2f. There is good team spirit in my workgroup		79%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		75%	56%

### KEY



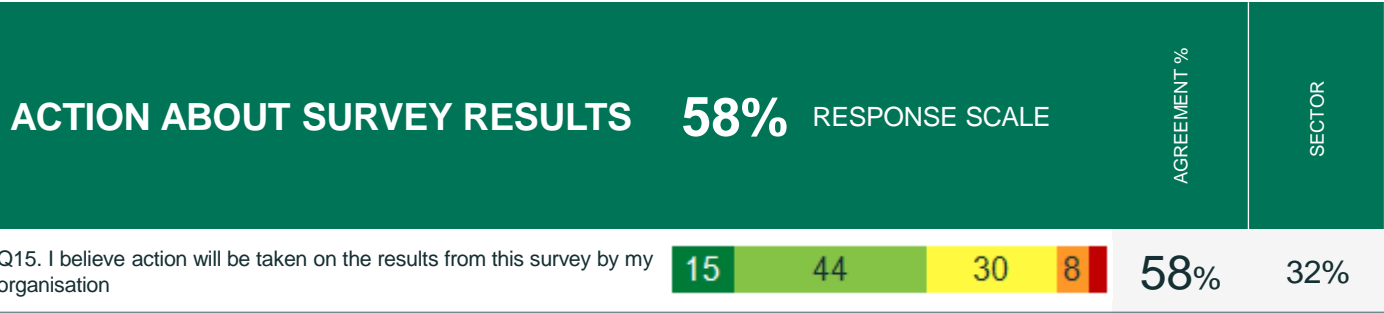


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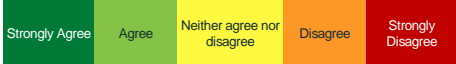
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Some key comparisons are provided.



KEY





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Some key comparisons are provided.

### WORKPLACE CONDUCT

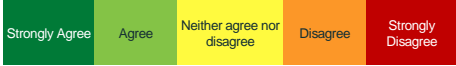
**59%** RESPONSE SCALE

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	19	52	21	8	0	70%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10	36	36	10	8	47%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	17	43	26	9	5	60%	49%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
More interesting and challenging work		65%	46%
Better skills in my workgroup		23%	27%
Improved career opportunities		59%	52%
Improved learning and development opportunities		46%	50%
Greater involvement in decision making		42%	33%
Better pay and benefits		55%	58%
Greater recognition for the work I do		41%	45%
Better leadership from senior managers		36%	39%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
Better leadership from my manager		25%	27%
Better accountability for performance		28%	25%
A better location		13%	20%
More flexible working conditions		35%	38%
Better work/life balance		41%	46%
Improved facilities		14%	30%
Improved technology and systems		26%	38%
Better job security		38%	43%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		67%	72%
No		28%	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		12%	25%
No		78%	64%
Don't Know		10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		54%	63%
No		44%	35%
Don't Know		1%	2%





## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		21%	35%
No		70%	58%
Don't Know		9%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work			
Yes		10%	20%
No		84%	75%
Don't Know		6%	5%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.			
A senior manager		33%	23%
Your Immediate Manager/Supervisor		17%	26%
A fellow worker at your level		17%	25%
A subordinate		7%	8%
A client or customer		3%	2%
Other		1%	4%
Prefer not to say		21%	13%



## EXPLORE THE FULL SURVEY RESULTS

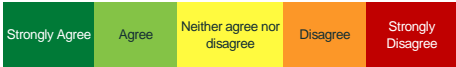
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Some key comparisons are provided.

TREASURY QUESTIONS	RESPONSE SCALE				AGREEMENT %
Q1. I understand how the organisation strategy applies to my role	19	58	16		77%
Q2. I believe our organisation provides the right communication to the right people at the right time	11	43	29	13	54%
Q3. My senior manager enables me to be successful in my role	20	44	23	10	63%
Q4. I feel valued and recognised for my contributions	17	44	23	12	61%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

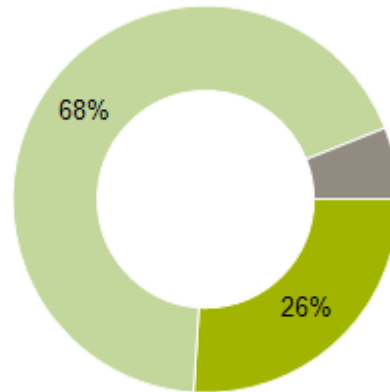
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		49%
Female		49%
Other		2%
Age		
<35		31%
35 - 54		55%
> 54		14%

# PROFILE OF RESPONDENTS

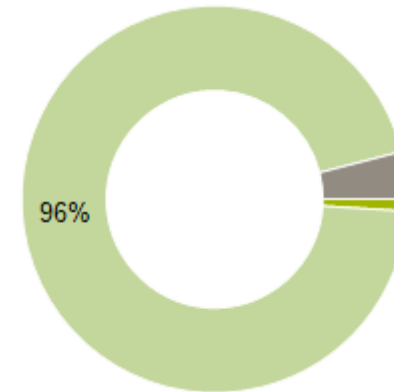


## PERSONAL PROFILES

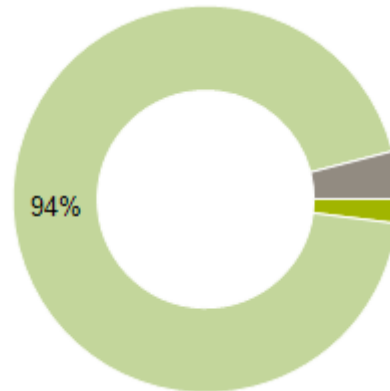
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



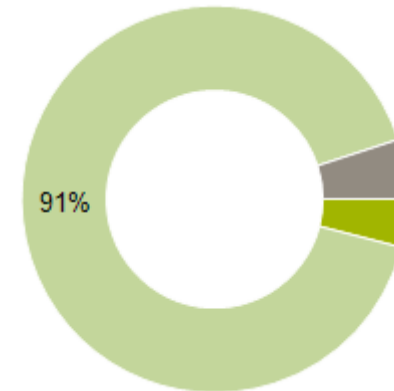
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE BY ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		22%
1 - 2 years		16%
2 - 5 years		23%
5 - 10 years		18%
10 - 20 years		15%
More than 20 years		6%

# PROFILE OF RESPONDENTS



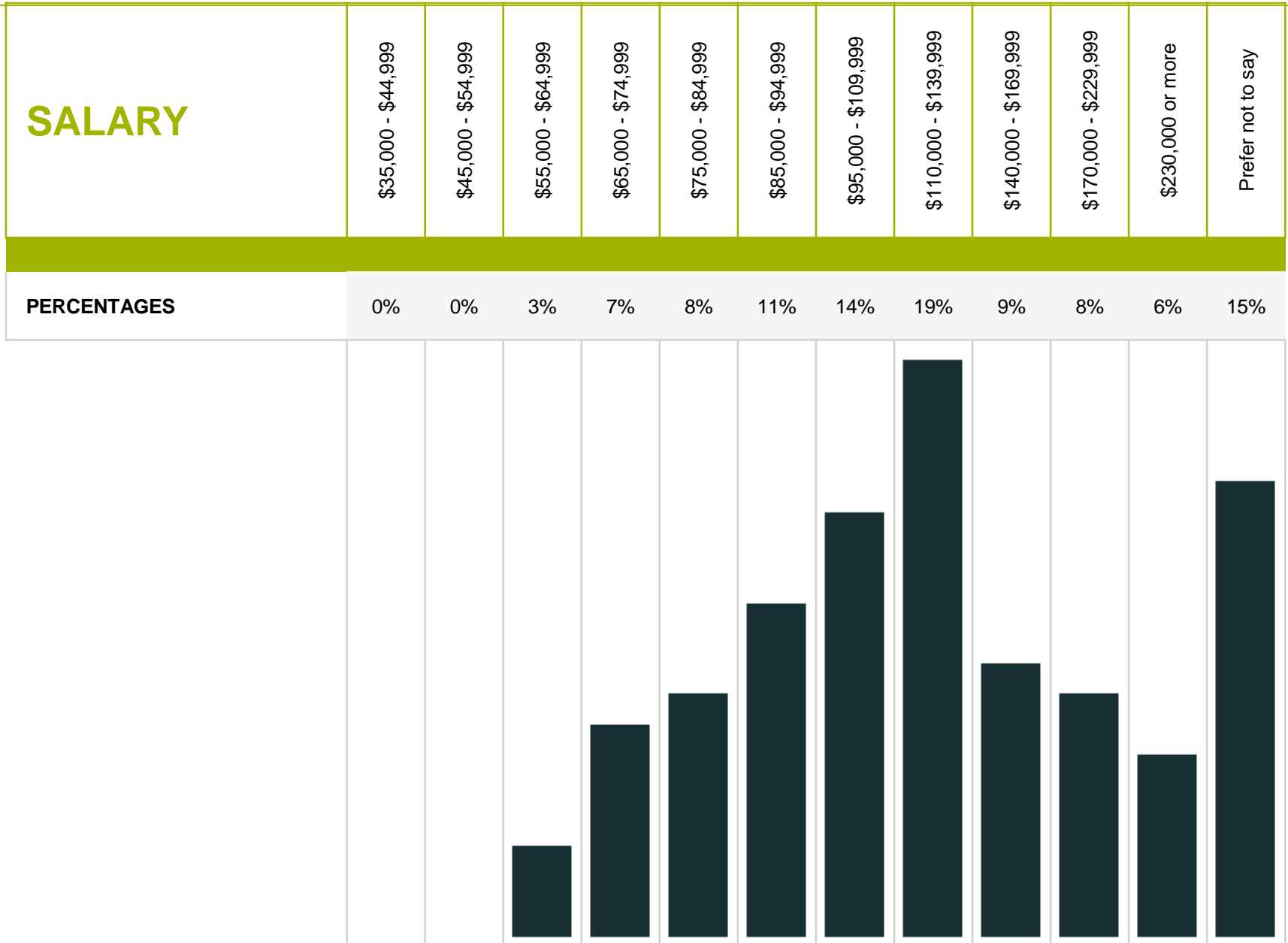
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		8%
Other service delivery work		6%
Administrative support		7%
Corporate services		27%
Policy		25%
Research		3%
Program and project management support		7%
Legal (including developing and/or reviewing legislation)		1%
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.

	Treasury	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	774	63	42	53	199	183	25	52	8	118
<b>ENGAGEMENT</b>	68%	58%	71%	73%	71%	67%	(r)	68%	(r)	68%
<b>SENIOR MANAGERS</b>	58%	37%	54%	65%	69%	57%	(r)	64%	(r)	52%
<b>COMMUNICATION</b>	70%	57%	67%	75%	75%	69%	(r)	79%	(r)	65%
<b>HIGH PERFORMANCE</b>	73%	62%	74%	80%	79%	71%	(r)	76%	(r)	70%
<b>PUBLIC SECTOR VALUES</b>	74%	59%	75%	80%	79%	73%	(r)	79%	(r)	71%
<b>DIVERSITY &amp; INCLUSION</b>	75%	64%	75%	78%	78%	75%	(r)	79%	(r)	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 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.

	Treasury	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	0	2	2	19	51	57	84	101	141	63	59	46	109
<b>ENGAGEMENT</b>	68%	(r)	(r)	(r)	(r)	69%	65%	69%	64%	67%	66%	75%	78%	66%
<b>SENIOR MANAGERS</b>	58%	(r)	(r)	(r)	(r)	55%	52%	57%	51%	62%	54%	69%	79%	56%
<b>COMMUNICATION</b>	70%	(r)	(r)	(r)	(r)	66%	69%	65%	63%	75%	68%	80%	88%	63%
<b>HIGH PERFORMANCE</b>	73%	(r)	(r)	(r)	(r)	74%	68%	70%	67%	76%	71%	83%	84%	71%
<b>PUBLIC SECTOR VALUES</b>	74%	(r)	(r)	(r)	(r)	71%	69%	70%	66%	78%	72%	84%	87%	73%
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	(r)	(r)	(r)	73%	74%	71%	72%	78%	73%	83%	87%	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# RESULTS BY TENURE BY 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.

	Treasury	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	774	162	116	169	132	106	41
<b>ENGAGEMENT</b>	68%	73%	65%	68%	65%	67%	75%
<b>SENIOR MANAGERS</b>	58%	74%	57%	58%	47%	53%	59%
<b>COMMUNICATION</b>	70%	79%	66%	69%	62%	71%	74%
<b>HIGH PERFORMANCE</b>	73%	78%	70%	72%	69%	74%	81%
<b>PUBLIC SECTOR VALUES</b>	74%	81%	71%	74%	68%	73%	79%
<b>DIVERSITY &amp; INCLUSION</b>	75%	80%	73%	74%	68%	77%	81%

### 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.

	Treasury	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	774	4	18	80	123	112	98	99	85	60	32	10
<b>ENGAGEMENT</b>	68%	(r)	(r)	70%	65%	69%	66%	67%	70%	72%	72%	(r)
<b>SENIOR MANAGERS</b>	58%	(r)	(r)	63%	55%	61%	53%	63%	59%	60%	63%	(r)
<b>COMMUNICATION</b>	70%	(r)	(r)	74%	65%	71%	70%	71%	72%	71%	76%	(r)
<b>HIGH PERFORMANCE</b>	73%	(r)	(r)	74%	69%	74%	70%	76%	74%	78%	78%	(r)
<b>PUBLIC SECTOR VALUES</b>	74%	(r)	(r)	75%	71%	75%	72%	76%	74%	78%	77%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	(r)	78%	74%	75%	75%	73%	74%	77%	78%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# 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.

	Treasury	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	774	361	360	11
<b>ENGAGEMENT</b>	68%	70%	67%	(r)
<b>SENIOR MANAGERS</b>	58%	62%	57%	(r)
<b>COMMUNICATION</b>	70%	73%	68%	(r)
<b>HIGH PERFORMANCE</b>	73%	75%	72%	(r)
<b>PUBLIC SECTOR VALUES</b>	74%	77%	72%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	75%	77%	74%	(r)

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# ABORIGINAL AND / OR TORRES STRAIT ISLANDER



## 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.

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	6	703	27
<b>ENGAGEMENT</b>	68%	(r)	69%	(r)
<b>SENIOR MANAGERS</b>	58%	(r)	59%	(r)
<b>COMMUNICATION</b>	70%	(r)	71%	(r)
<b>HIGH PERFORMANCE</b>	73%	(r)	74%	(r)
<b>PUBLIC SECTOR VALUES</b>	74%	(r)	75%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	76%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS  
THAN REPORT SCORE

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

# 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.

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	190	508	46
<b>ENGAGEMENT</b>	68%	72%	68%	53%
<b>SENIOR MANAGERS</b>	58%	67%	57%	37%
<b>COMMUNICATION</b>	70%	75%	70%	46%
<b>HIGH PERFORMANCE</b>	73%	78%	73%	53%
<b>PUBLIC SECTOR VALUES</b>	74%	78%	74%	55%
<b>DIVERSITY &amp; INCLUSION</b>	75%	79%	75%	54%

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.

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	18	695	30
<b>ENGAGEMENT</b>	68%	(r)	69%	56%
<b>SENIOR MANAGERS</b>	58%	(r)	60%	33%
<b>COMMUNICATION</b>	70%	(r)	71%	37%
<b>HIGH PERFORMANCE</b>	73%	(r)	74%	55%
<b>PUBLIC SECTOR VALUES</b>	74%	(r)	75%	54%
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	76%	51%

### 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.

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	40	661	44
<b>ENGAGEMENT</b>	<b>68%</b>	<b>58%</b>	<b>70%</b>	<b>55%</b>
<b>SENIOR MANAGERS</b>	<b>58%</b>	<b>43%</b>	<b>61%</b>	<b>35%</b>
<b>COMMUNICATION</b>	<b>70%</b>	<b>58%</b>	<b>72%</b>	<b>49%</b>
<b>HIGH PERFORMANCE</b>	<b>73%</b>	<b>64%</b>	<b>74%</b>	<b>61%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>74%</b>	<b>64%</b>	<b>75%</b>	<b>60%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>75%</b>	<b>63%</b>	<b>76%</b>	<b>60%</b>

**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.

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	774	28	676	38
<b>ENGAGEMENT</b>	68%	(r)	69%	56%
<b>SENIOR MANAGERS</b>	58%	(r)	60%	38%
<b>COMMUNICATION</b>	70%	(r)	71%	51%
<b>HIGH PERFORMANCE</b>	73%	(r)	74%	60%
<b>PUBLIC SECTOR VALUES</b>	74%	(r)	75%	60%
<b>DIVERSITY &amp; INCLUSION</b>	75%	(r)	76%	60%

**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%