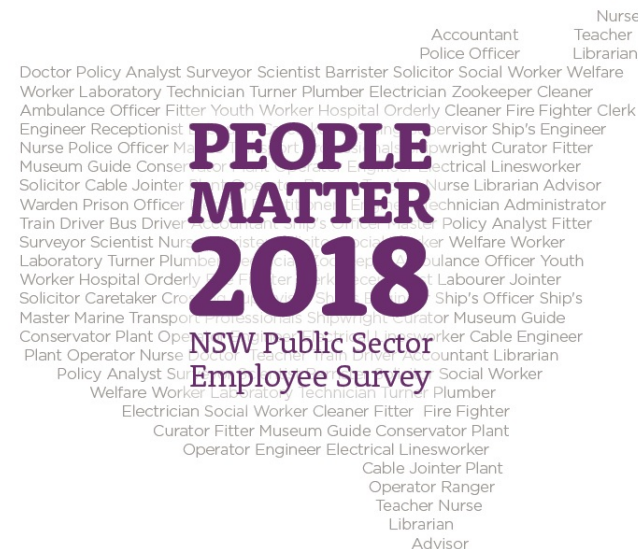

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Treasury

NSW Treasury Corporation (TCorp)

RESPONSE RATE

90%

175 OF 194 RESPONDENTS

EMPLOYEE ENGAGEMENT

71%

DIFFERENCE FROM 2017 -1
 DIFFERENCE FROM CLUSTER +1
 DIFFERENCE FROM PUBLIC SECTOR +5

ENGAGEMENT WITH WORK

81%

DIFFERENCE FROM 2017 +3
 DIFFERENCE FROM CLUSTER +4
 DIFFERENCE FROM PUBLIC SECTOR +9

SENIOR MANAGERS

60%

DIFFERENCE FROM 2017 -8
 DIFFERENCE FROM CLUSTER -1
 DIFFERENCE FROM PUBLIC SECTOR +11

COMMUNICATION

72%

DIFFERENCE FROM 2017 -7
 DIFFERENCE FROM CLUSTER -1
 DIFFERENCE FROM PUBLIC SECTOR +10

HIGH PERFORMANCE

75%

DIFFERENCE FROM 2017 -3
 DIFFERENCE FROM CLUSTER +2
 DIFFERENCE FROM PUBLIC SECTOR +11

PUBLIC SECTOR VALUES

73%

DIFFERENCE FROM 2017 -5
 DIFFERENCE FROM CLUSTER 0
 DIFFERENCE FROM PUBLIC SECTOR +11

DIVERSITY & INCLUSION

82%

DIFFERENCE FROM CLUSTER +1
 DIFFERENCE FROM PUBLIC SECTOR +14

FLEXIBLE WORKING SATISFACTION

88%

DIFFERENCE FROM 2017 +28
 DIFFERENCE FROM CLUSTER +5
 DIFFERENCE FROM PUBLIC SECTOR +29

ACTION ON RESULTS

62%

DIFFERENCE FROM 2017 +8
 DIFFERENCE FROM CLUSTER +5
 DIFFERENCE FROM PUBLIC SECTOR +26



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

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

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	94%	92%
1a. I understand what is expected of me to do well in my role	90%	88%
8e. My manager supports flexible working in my team	89%	-
2e. People in my workgroup treat each other with respect	89%	90%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	88%	60%
2c. I receive help and support from other members of my workgroup	87%	90%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	87%	88%
2b. My workgroup works collaboratively to achieve its objectives	86%	88%
5b. My manager listens to what I have to say	86%	87%
1g. I know how to address a health and safety issue I have identified	85%	-

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7g. I have confidence in the way recruitment decisions are made	49%	61%
6b. I feel that senior managers effectively lead and manage change	50%	61%
6h. I feel that senior managers listen to employees	52%	64%
7e. People in my organisation take responsibility for their own actions	53%	61%
7c. I feel that change is managed well in my organisation	53%	54%
5h. My manager appropriately deals with employees who perform poorly	54%	56%
9a. I have confidence in the ways my organisation resolves grievances	55%	45%
3g. I am satisfied with the opportunities available for career development in my organisation	55%	50%
6d. Senior managers encourage innovation by employees	56%	64%
4a. I am paid fairly for the work I do	56%	62%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
8d. How satisfied are you with your ability to access and use flexible working arrangements?	88%	60%
9a. I have confidence in the ways my organisation resolves grievances	55%	45%
14. I believe action will be taken on the results from this survey by my organisation	62%	54%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	77%	69%
1c. My job gives me a feeling of personal accomplishment	83%	76%
3g. I am satisfied with the opportunities available for career development in my organisation	55%	50%
1e. I am satisfied with my job	77%	74%
7b. My organisation is making the necessary improvements to meet our future challenges	81%	79%
3f. I have received appropriate training and development to do my job well	67%	65%
6i. Senior managers in my organisation support the career advancement of women	67%	65%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
6h. I feel that senior managers listen to employees	52%	64%
6g. I feel that senior managers keep employees informed about what's going on	63%	75%
7g. I have confidence in the way recruitment decisions are made	49%	61%
6b. I feel that senior managers effectively lead and manage change	50%	61%
7h. My organisation generally selects capable people to do the job	75%	84%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	68%	76%
7e. People in my organisation take responsibility for their own actions	53%	61%
6d. Senior managers encourage innovation by employees	56%	64%
6a. I believe senior managers provide clear direction for the future of the organisation	62%	70%
7j. I am proud to tell others I work for my organisation	76%	83%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q7g. I have confidence in the way recruitment decisions are made



Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



Q6h. I feel that senior managers listen to employees



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q7g. I have confidence in the way recruitment decisions are made



Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



Q6h. I feel that senior managers listen to employees



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q7g. I have confidence in the way recruitment decisions are made



Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



Q6h. I feel that senior managers listen to employees



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

62%

of employees replied favourably to:

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

37%

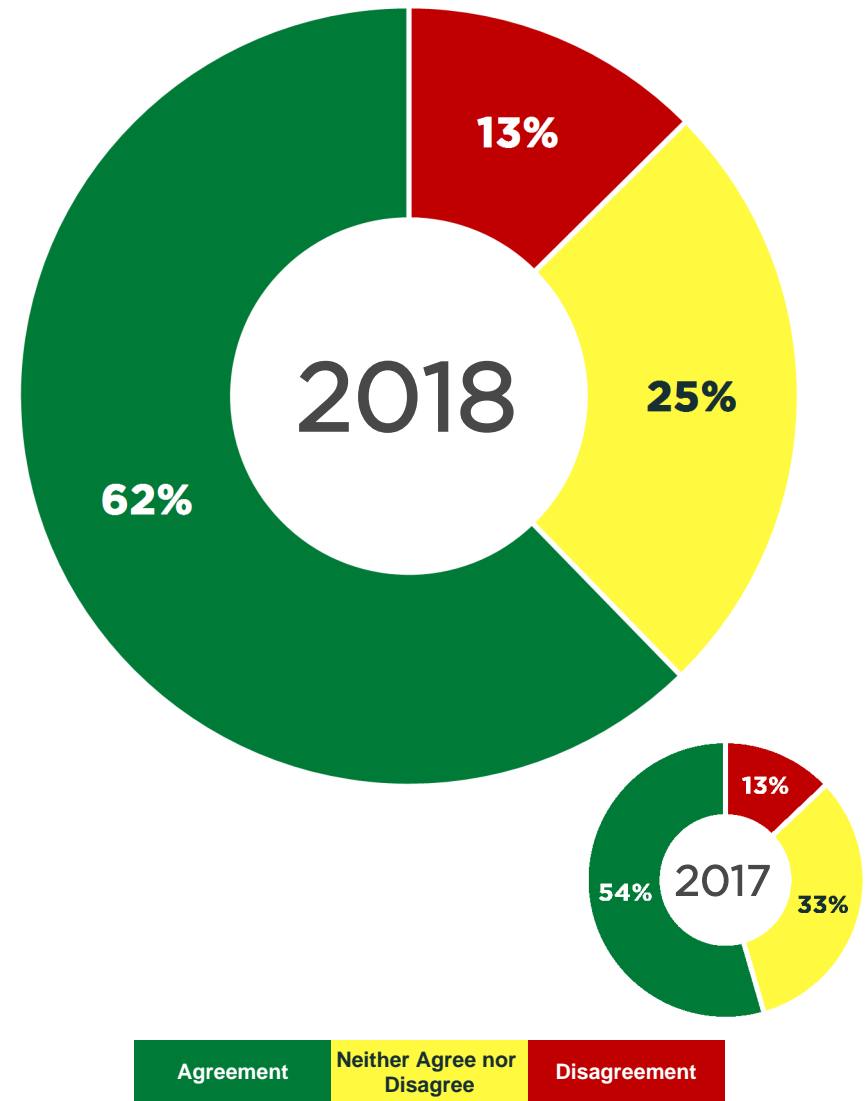
SECTOR

58%

CLUSTER

54%

2017



KEY DRIVERS OF ENGAGEMENT



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

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

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	58%	64%	59%	50%
2	Q6b. I feel that senior managers effectively lead and manage change	50%	61%	53%	46%
3	Q7g. I have confidence in the way recruitment decisions are made	49%	61%	43%	37%
4	Q6d. Senior managers encourage innovation by employees	56%	64%	60%	50%
5	Q7h. My organisation generally selects capable people to do the job	75%	84%	69%	54%
6	Q7f. My organisation is committed to developing its employees	70%	73%	64%	52%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Treasury Corporation (TCorp)

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (TCorp)	Distribution & Client Relationships	Finance, Legal, EPMO & Settlements	Financial Markets	Investment Implementation & Operations	Investments	IT	Office of the Chief Executive & Risk & Compliance	People & Workplace
NUMBER OF RESPONDENTS	175	12	30	18	22	27	34	14	16
EMPLOYEE ENGAGEMENT	71%	66%	73%	84%	68%	61%	73%	71%	74%
ENGAGEMENT WITH WORK	81%	69%	80%	94%	73%	76%	91%	83%	81%
SENIOR MANAGERS	60%	51%	56%	76%	59%	50%	65%	60%	71%
COMMUNICATION	72%	72%	71%	86%	72%	64%	75%	81%	60%
HIGH PERFORMANCE	75%	72%	76%	92%	71%	66%	77%	77%	77%
PUBLIC SECTOR VALUES	73%	66%	71%	84%	70%	65%	79%	75%	77%
DIVERSITY & INCLUSION	82%	77%	82%	94%	78%	75%	86%	89%	76%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

EMPLOYEE ENGAGEMENT	71% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	23	51	21	74%	77%	71%	61%
Q7j. I am proud to tell others I work for my organisation	27	49	21	76%	83%	76%	69%
Q7k. I feel a strong personal attachment to my organisation	17	46	25	8	64%	65%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	49	20	8	69%	69%	66%
Q7m. My organisation inspires me to do the best in my job	23	44	24	7	67%	69%	65%

KEY





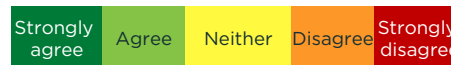
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

ENGAGEMENT WITH WORK	81% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1c. My job gives me a feeling of personal accomplishment	28	55	12	83%	76%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	52	12	83%	82%	78%	72%
Q1e. I am satisfied with my job	21	56	16	77%	74%	74%	69%

KEY





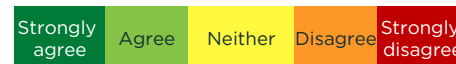
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

SENIOR MANAGERS	60% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	45	23	13	62%	70%	61%	49%
Q6b. I feel that senior managers effectively lead and manage change	17	33	31	14	50%	61%	53%	46%
Q6c. I feel that senior managers model the values of my organisation	16	42	23	14	58%	64%	59%	50%
Q6d. Senior managers encourage innovation by employees	11	45	29	14	56%	64%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	52	24		68%	76%	72%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	57	16		79%	85%	80%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	51	26	8	63%	75%	62%	47%
Q6h. I feel that senior managers listen to employees	11	42	29	16	52%	64%	56%	43%
Q7c. I feel that change is managed well in my organisation	12	41	23	18	53%	54%	45%	40%

KEY





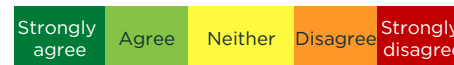
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

COMMUNICATION	72% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	31	46	12	9	77%	83%	78%	72%
Q5d. My manager encourages and values employee input	36	45	10	9	81%	88%	83%	72%
Q5e. My manager involves my workgroup in decisions about our work	29	49	13	9	79%	82%	79%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	12	51	26	8	63%	75%	62%	47%
Q6h. I feel that senior managers listen to employees	11	42	29	16	52%	64%	56%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	55	12	7	78%	81%	79%	67%

KEY





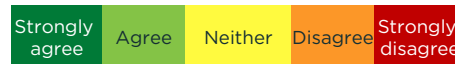
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

	HIGH PERFORMANCE		75% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	29	60		90%	88%	86%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	35	51		86%	88%	87%	79%
Q3f. I have received appropriate training and development to do my job well	18	49	22	67%	65%	63%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	51	12	84%	85%	84%	74%
Q5f. I have confidence in the decisions my manager makes	33	45	15	78%	84%	80%	68%
Q6d. Senior managers encourage innovation by employees	11	45	29	56%	64%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	52	24	68%	76%	72%	52%
Q7a. My organisation focuses on improving the work we do	17	64	13	81%	83%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	24	57	12	81%	79%	66%	57%

KEY

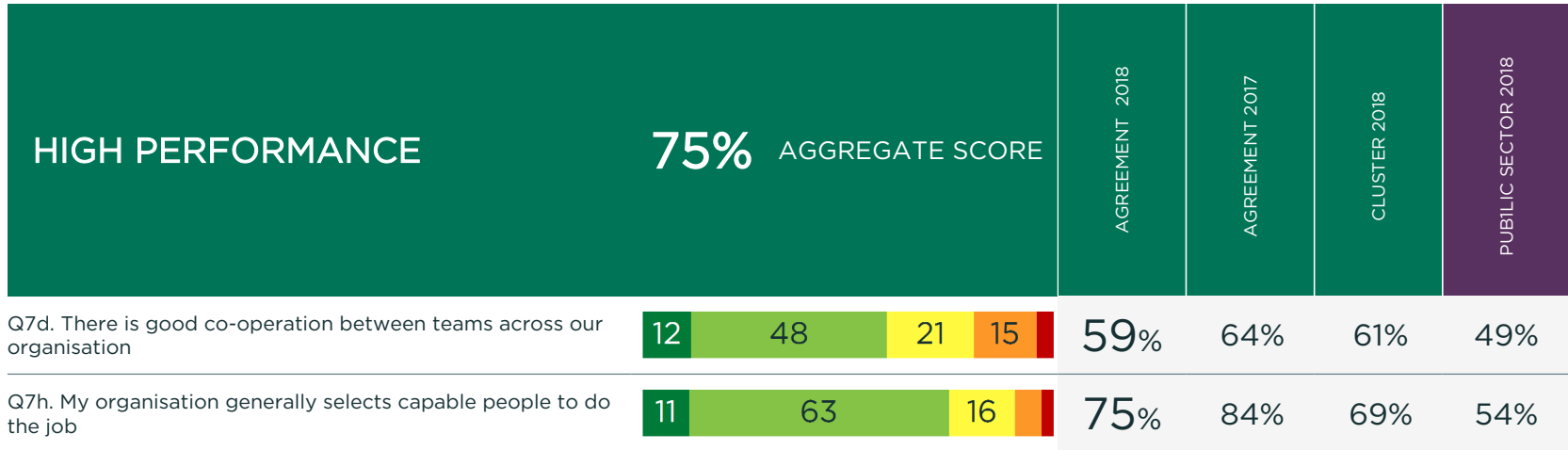




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





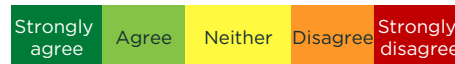
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES	73% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	47	46	94%	92%	91%	86%	
Q2e. People in my workgroup treat each other with respect	36	52	89%	90%	87%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	51	12	84%	85%	84%	74%	
Q5b. My manager listens to what I have to say	40	46	9	86%	87%	85%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	45	23	13	62%	70%	61%	49%
Q6c. I feel that senior managers model the values of my organisation	16	42	23	14	58%	64%	59%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	57	16		79%	85%	80%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	51	26	8	63%	75%	62%	47%
Q6h. I feel that senior managers listen to employees	11	42	29	16	52%	64%	56%	43%

KEY

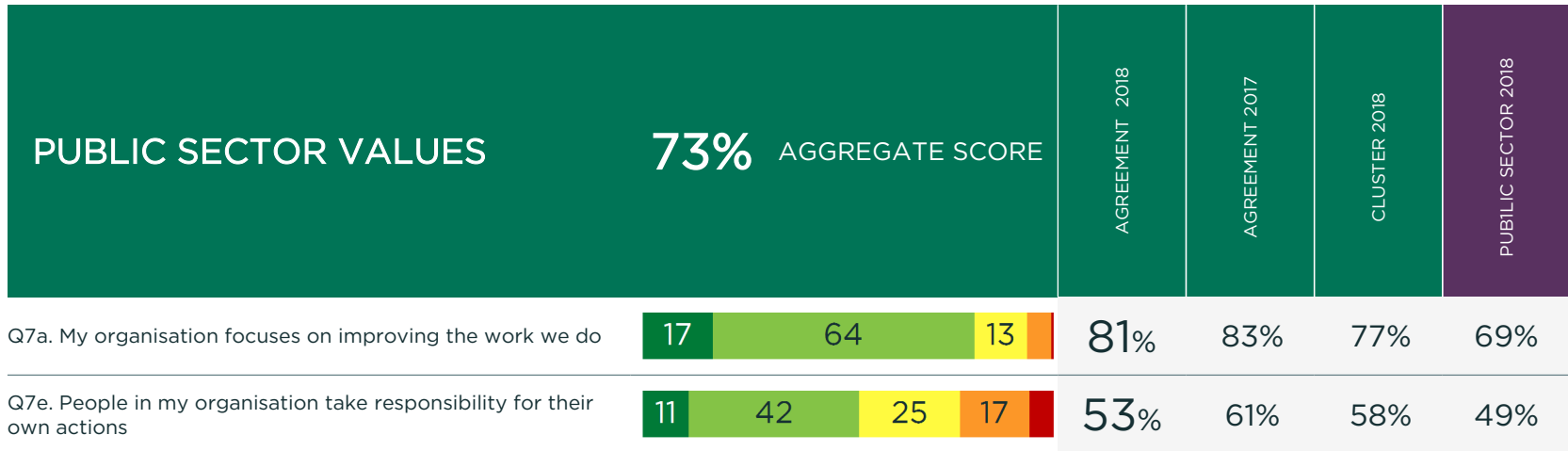




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





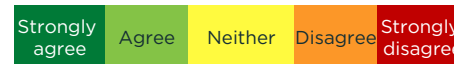
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

DIVERSITY & INCLUSION	82% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1b. I am provided with the support I need to do my best at work	20	56	13	9	76%	75%	74%	65%
Q5b. My manager listens to what I have to say	40	46	9		86%	87%	85%	76%
Q5d. My manager encourages and values employee input	36	45	10		81%	88%	83%	72%
Q6i. Senior managers in my organisation support the career advancement of women	23	44	26		67%	65%	69%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	58	9		87%	88%	83%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	51	14		83%	84%	80%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	55	12	7	78%	81%	79%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	49	39	8		88%	60%	82%	59%
Q8e. My manager supports flexible working in my team	46	43			89%	-	85%	63%

KEY

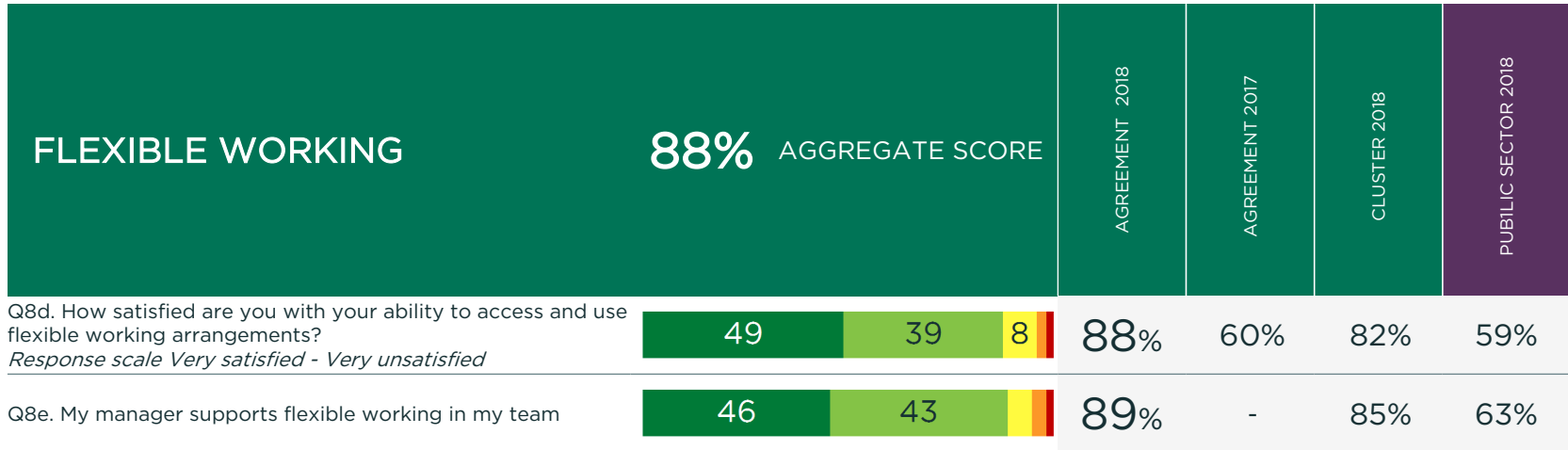




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

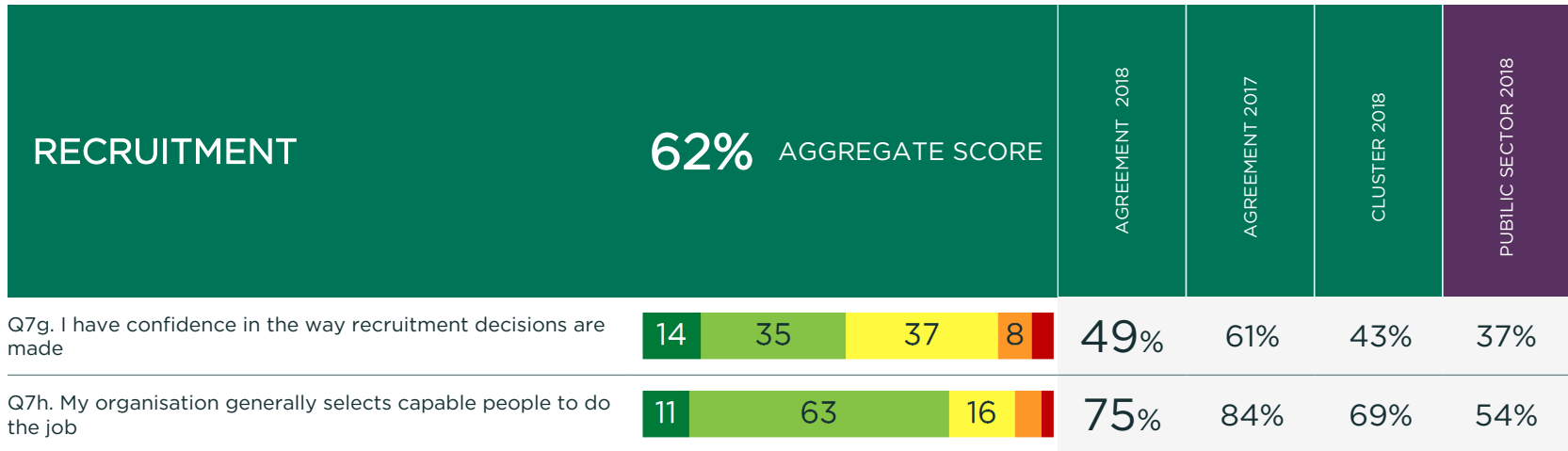




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

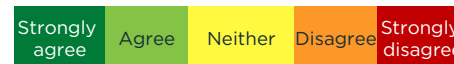
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

67% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		77%	69%	75%	65%
Q3e. My performance is assessed against clear criteria		63%	64%	58%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		55%	50%	50%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		82%	83%	81%	69%
Q5h. My manager appropriately deals with employees who perform poorly		54%	56%	53%	46%
Q7f. My organisation is committed to developing its employees		70%	73%	64%	52%

KEY





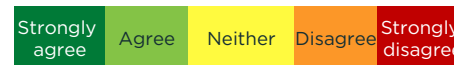
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

	79% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	20	56	13	9	76%	75%	74%	65%
Q1f. I am able to keep my work stress at an acceptable level	15	60	14	7	75%	75%	74%	60%
Q2c. I receive help and support from other members of my workgroup	31	57	7		87%	90%	88%	81%
Q2d. There is good team spirit in my workgroup	35	43	14		78%	83%	82%	70%

KEY

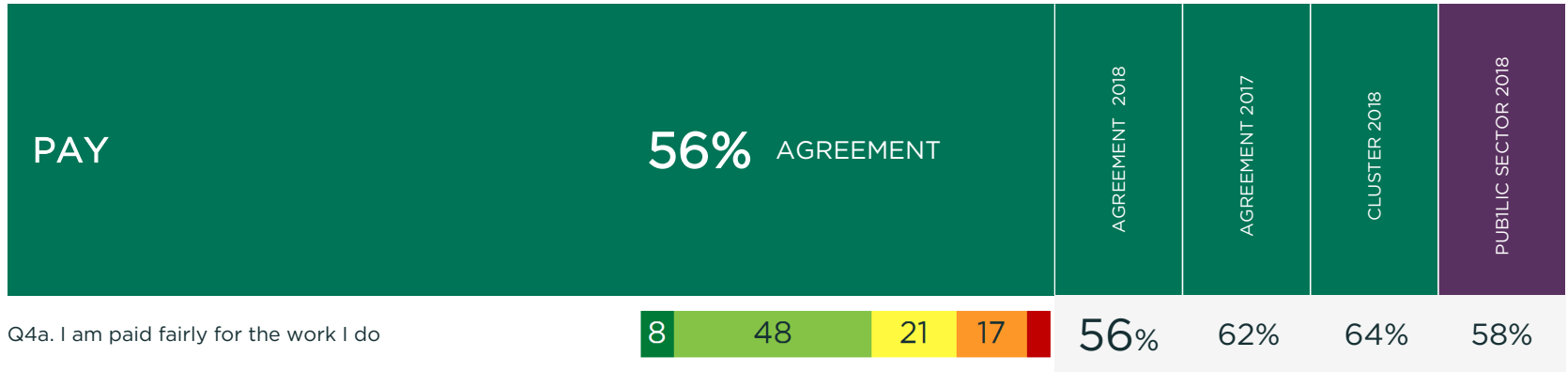




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

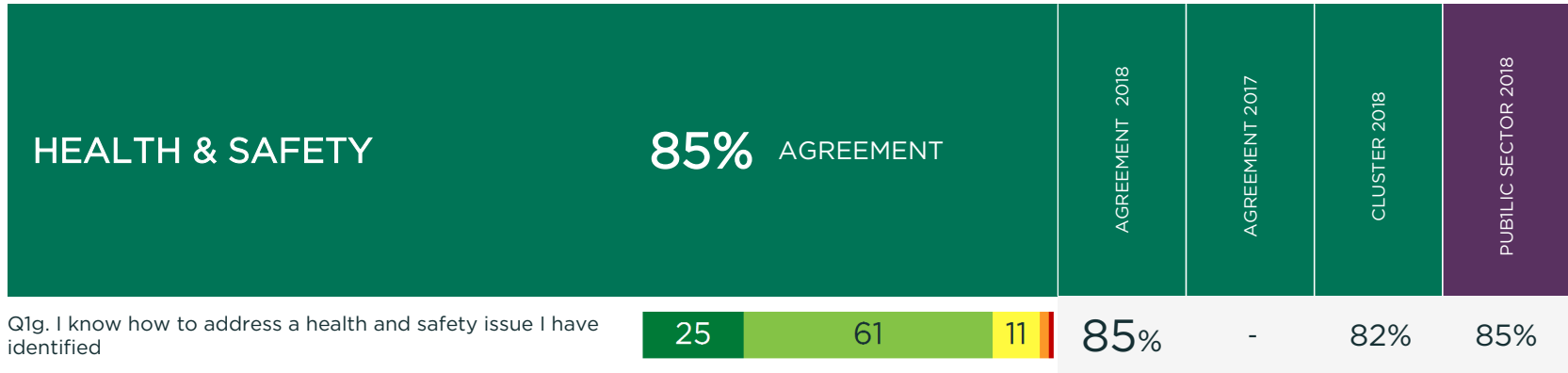




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

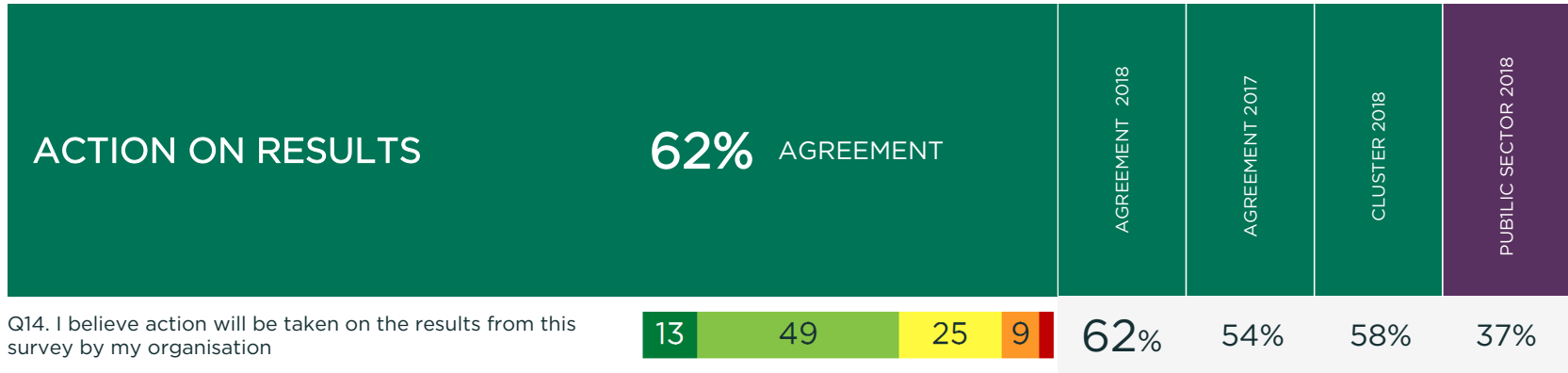




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

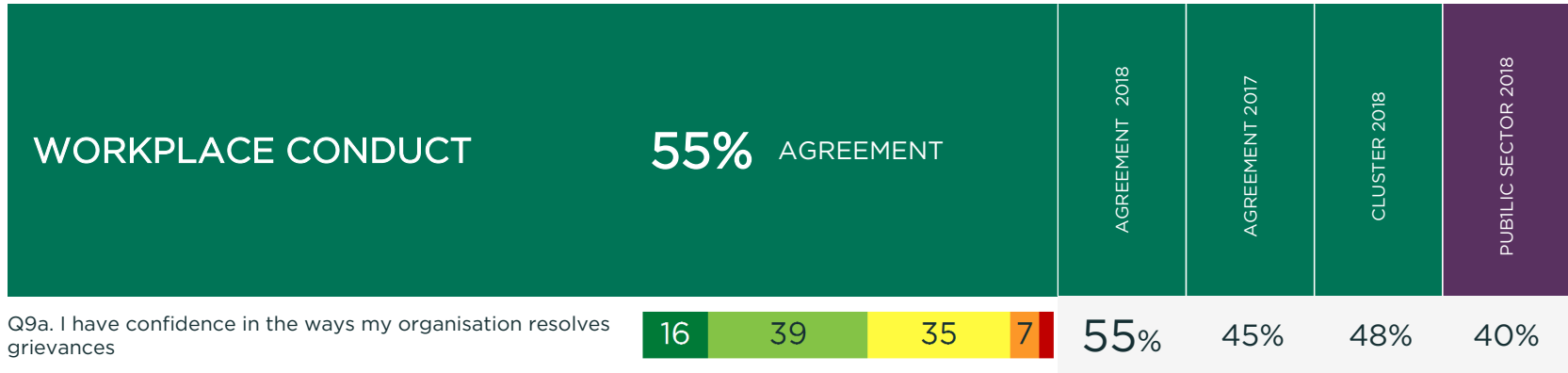




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		79%	74%	81%	71%
No		21%	26%	19%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		87%	83%	85%	76%
No		13%	17%	15%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		76%	68%	76%	58%
No		24%	32%	24%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		15%	19%	43%	41%
No		85%	81%	57%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		45%	37%	37%	32%
Lack of promotion opportunities		38%	36%	36%	29%
Lack of visible opportunities		29%	40%	34%	30%
Personal/family considerations		12%	14%	16%	30%
Insufficient training and development		11%	9%	12%	16%
Lack of support from my manager/supervisor		8%	4%	9%	14%
Lack of support for temporary assignments/secondments		8%	12%	12%	15%
Lack of required capabilities or experience		7%	10%	10%	11%
Other		5%	7%	7%	9%
Geographic location considerations		3%	5%	9%	26%
The application/recruitment process is too cumbersome or time consuming		1%	7%	21%	23%

% are calculated with the number of unique respondents (N = 154 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		12%	4%	8%	24%
No		78%	84%	78%	58%
Don't know		10%	12%	13%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		55%	29%	48%	66%
No		45%	71%	52%	32%
Don't know	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		12%	10%	13%	33%
No		79%	80%	77%	57%
Don't know		9%	10%	10%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		6%	6%	5%	18%
No		89%	86%	88%	76%
Don't know		4%	8%	7%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. 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		45%	64%	39%	21%
Prefer not to say		27%	9%	21%	14%
A fellow worker at your level		18%	18%	18%	27%
Your Immediate Manager/Supervisor		9%	9%	16%	23%
A subordinate	(r)				
A client or customer	(r)				
A member of the public other than a client or customer	(r)				
Other	(r)				



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	0%	-	0%	3%
No	99%	-	99%	94%
Don't know	1%	-	1%	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		59%
Female		37%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		-
25 -29		3%
30 - 34		7%
35 - 39		19%
40 - 44		27%
45 - 49		19%
50 - 54		14%
55 - 59		7%
60 - 64		1%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	1%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	45%
Policy	-
Research	4%
Program and project management support	6%
Legal (including developing and/or reviewing legislation)	1%
Other	26%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		17%
1 - 2 years		19%
2 - 5 years		33%
5 - 10 years		20%
10 - 20 years		8%
More than 20 years		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Working from home		67%
Flexible start and finish times		50%
Working from different locations		30%
None of the above		15%
Working additional hours to make up for time off		15%
Leave without pay		13%
Study leave		6%

% are calculated with the number of unique respondents (N = 163 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Working more hours over fewer days	5%
Purchasing annual leave	5%
Part-time work	4%
Flexible scheduling for rostered workers	3%
Other	2%

% are calculated with the number of unique respondents (N = 163 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing)	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	175	1	15	12	73	0	7	9	2	42
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	71%
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	87%	(r)	(r)	(r)	(r)	73%
SENIOR MANAGERS	60%	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)	65%
COMMUNICATION	72%	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)	75%
HIGH PERFORMANCE	75%	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	77%
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	75%
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	82%	(r)	(r)	(r)	(r)	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	175	0	0	0	0	5	7	11	9	16	11	16	31	3
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	83%	(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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	175	5	46
EMPLOYEE ENGAGEMENT	71%	(r)	69%
ENGAGEMENT WITH WORK	81%	(r)	75%
SENIOR MANAGERS	60%	(r)	57%
COMMUNICATION	72%	(r)	68%
HIGH PERFORMANCE	75%	(r)	73%
PUBLIC SECTOR VALUES	73%	(r)	72%
DIVERSITY & INCLUSION	82%	(r)	80%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	175	28	31	53	33	13	3
EMPLOYEE ENGAGEMENT	71%	(r)	72%	65%	73%	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	77%	74%	89%	(r)	(r)
SENIOR MANAGERS	60%	(r)	64%	50%	62%	(r)	(r)
COMMUNICATION	72%	(r)	68%	66%	74%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	76%	66%	83%	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	74%	66%	76%	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	78%	77%	85%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	175	82	8	24	5	7	0	49	110	8	21	10	3	25
EMPLOYEE ENGAGEMENT	71%	73%	(r)	(r)	(r)	(r)	(r)	69%	72%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	84%	(r)	(r)	(r)	(r)	(r)	75%	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	63%	(r)	(r)	(r)	(r)	(r)	53%	62%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	76%	(r)	(r)	(r)	(r)	(r)	66%	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	77%	(r)	(r)	(r)	(r)	(r)	71%	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	76%	(r)	(r)	(r)	(r)	(r)	68%	74%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	86%	(r)	(r)	(r)	(r)	(r)	81%	84%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

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 REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Sydney - Inner South West	Sydney - Outer West and Blue Mountains	Sydney - South West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Sydney - Sutherland
NUMBER OF RESPONDENTS	175	150	149	4	2	1	1	1	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	71%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	82%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	62%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	72%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	76%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	82%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown
NUMBER OF RESPONDENTS	175	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde
NUMBER OF RESPONDENTS	175	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	175	0	0	5	11	30	42	30	22	11	2	2
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	71%	68%	68%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	79%	70%	88%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	65%	57%	59%	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	80%	70%	68%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	81%	72%	74%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	76%	69%	71%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	82%	(r)	(r)	(r)	(r)	86%	78%	81%	(r)	(r)	(r)	(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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	NSW Treasury Corporation (T Corp)	Male	Female	Other
NUMBER OF RESPONDENTS	175	94	59	5
EMPLOYEE ENGAGEMENT	71%	72%	74%	(r)
ENGAGEMENT WITH WORK	81%	81%	87%	(r)
SENIOR MANAGERS	60%	61%	67%	(r)
COMMUNICATION	72%	74%	72%	(r)
HIGH PERFORMANCE	75%	77%	80%	(r)
PUBLIC SECTOR VALUES	73%	75%	76%	(r)
DIVERSITY & INCLUSION	82%	85%	79%	(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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

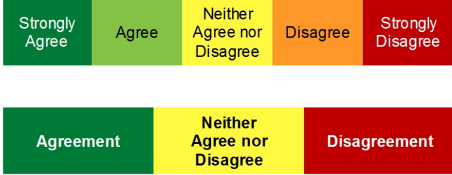
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

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



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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