

State of the NSW Public Sector Agency Survey 2015

Main Findings Report

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Chapter 1: Overview

Introduction

The State of the NSW Public Sector Agency Survey (Agency Survey) 2015 is designed to give NSW public sector agencies the opportunity to assess the level of implementation and maturity of their workforce management practices. This helps both agencies and the Public Service Commission to identify where practices are well implemented and where there are opportunities for improvement.

The first Agency Survey was conducted in 2014 with agencies evaluating their performance in the areas of change management, communication, values, diversity, customer service and different aspects of workforce planning. In 2015, innovation, productivity and collaboration were added to the survey as issues of key importance to effective workforce management in enabling successful delivery of business outcomes. The survey and topics were refined in response to sector-wide feedback from the 2014 survey.

The Agency Survey provides an employer perspective that complements the employee views captured by the People Matter Employee Survey. The linkages between the two surveys will be further strengthened in future years as the People Matter Employee Survey moves to an annual collection from 2016. The most recent People Matter Employee Survey was run in 2014 and this report looks at the sector's progress in implementing changes based on the outcomes of the PMES survey and how it is tracking in other key areas where employee satisfaction was less favourable, such as change management.

About the survey

The Agency Survey assesses the extent of implementation of workforce management practices as well as the level of maturity. The NSW Public Service Commission (PSC) engaged ORIMA Research to conduct the Agency Survey. The survey was open in June 2015 and participation of all departments and agencies was mandatory except for state-owned corporations and independent bodies whose participation was optional. The response rate for the survey was 100% with 98 agencies participating. A further seven responses were received from state-owned corporations and independent bodies, bringing the total number of agencies participating in the survey to 105.

A maturity rating scale was used for the majority of survey questions as a way to assess the level of *implementation* ('highly developed', 'developed' or 'basic') and *maturity* ('highly developed' or 'developed') of a wide range of individual workforce management practices in agencies. The scale is the same as that used in the 2014 survey allowing for benchmarking with the current survey where questions are the same or similar.

The Agency Survey provides a qualitative self-assessment from an employer perspective with agencies asked to consider any evidence that would support their level of maturity when responding to each question.

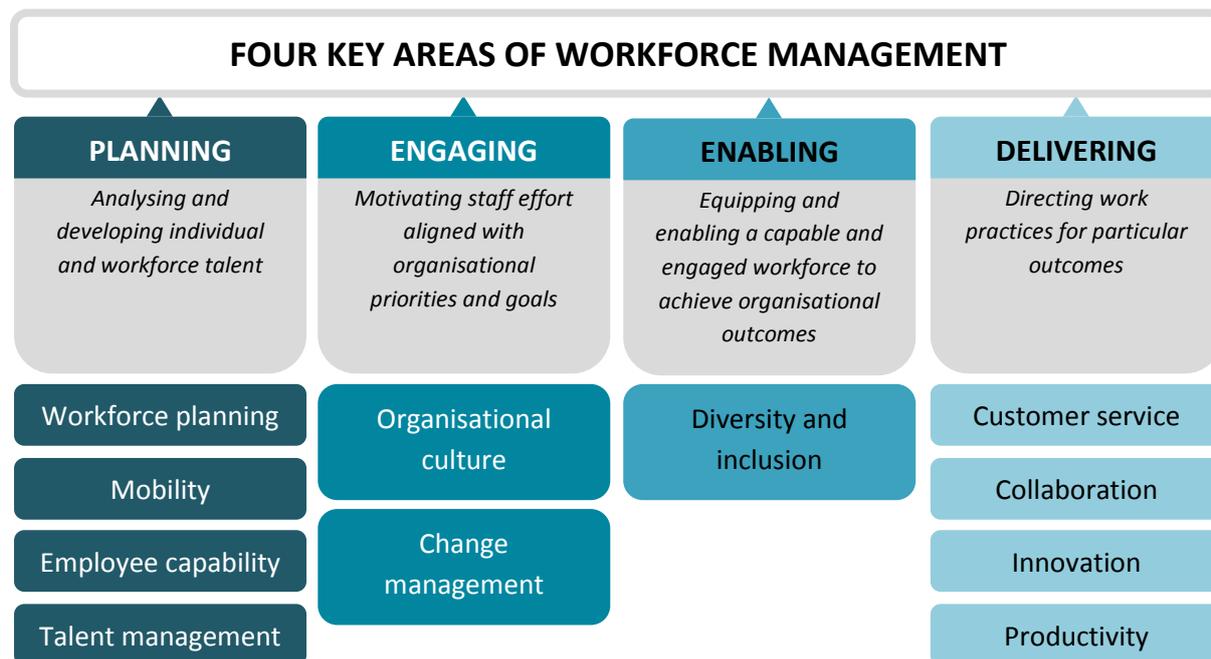
About this report

This report presents the main findings of the survey, looking beyond whether or not agencies have implemented a practice by considering how far advanced the sector is in implementing certain workforce management practices.

Selected case studies are presented throughout the report to highlight some of the innovative initiatives that have been successfully implemented by public sector agencies. A full set of the sector-wide results is also available in Appendix B.

The report is structured around four key areas of workforce management practice: **Planning**, **Engaging**, **Enabling**, and **Delivering** (see diagram below). These categories were initially developed

for the 2014 Agency Survey. They complement the characteristics of high-performing organisations: a capable and diverse workforce; engaged employees; a focus on results for the customer; productivity and innovation; strong and strategic leaders; and values-based culture and behaviours.



A summary measure of performance has also been created for this report which categorises the sector into four broad development levels: *Advanced, Strengthening, Progressing, and Early Stage*. The levels show the proportion of mature ('developed' or 'highly developed') workforce management practices. For example, to attain the level of *advanced*, 80% or more responses within a grouping must be at the highly developed or developed level. This measure provides both an overall view for the full suite of practices included in the survey, as well as an assessment of performance in the key areas of Planning, Engaging, Enabling and Delivering. For a detailed description of this measure, as well as guidance on how to read the charts, please see Appendix A.

The results shown throughout the report are unweighted with responses from all agencies (from small to very large) carrying the same value. It is recognised that an advanced level of maturity may not be attainable or necessary for all agencies, particularly smaller agencies with limited resources. However, striving towards an advanced level in workforce management is a shared aspiration for the sector.

How the survey results are used

The Agency Survey is a key input to the annual State of the NSW Public Sector Report providing the main source of evidence from an employer perspective. The survey complements the People Matter Employee Survey and the sector-wide Customer Satisfaction Survey, delivered by the Office of the Customer Service Commissioner, by examining linkages between employer, employee and customer perceptions. Key findings and case studies from the Agency Survey are reported in the State of the NSW Public Sector Report 2015 and results are also used by the Public Service Commission to inform decisions about policy direction and resource and support requirements for the sector.

As the Agency Survey continues to develop in future years, the capacity for benchmarking will be further enhanced with the potential for topics to be tested at appropriate intervals and for new issues to be canvassed. The link between the Agency Survey and the People Matter Employee Survey will continue to be of central importance, particularly as the employee survey becomes an annual event from 2016. The annual Customer Satisfaction Survey will also be a valuable point of comparison.

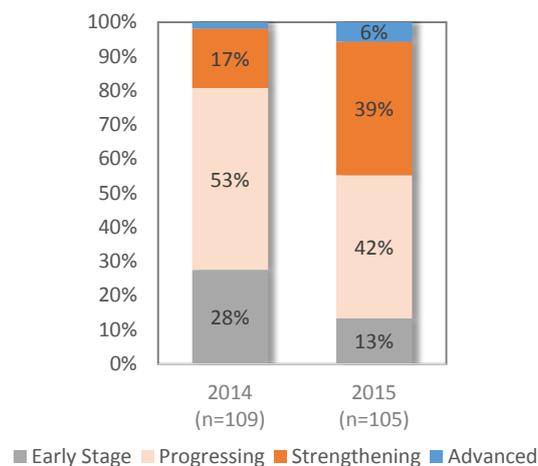
Executive summary

Overall

The 2015 Agency Survey results indicate that, overall, the sector is well underway in implementing a broad range of workforce management practices. However, when it comes to the maturity of these practices, there is a lot more work to be done to reach an advanced level.

Across the full range of topics, 6% of the sector can be considered *advanced* with more than 80% of responses showing practices at the highly developed or developed level. Another 39% are *strengthening* their implementation with at least 50% of responses showing highly developed or developed practices (see Figure 1).¹

Figure 1: Overall performance in 2015 (all workforce management practices)



The results show improvements since 2014 with a shift from the early or progressing stages of implementation towards more advanced maturity in 2015.² While this is a positive outcome, the fact that over 50% of the sector are in the early or progressing stages shows that there are significant opportunities for improvements to be made in the way agencies manage their workforces.

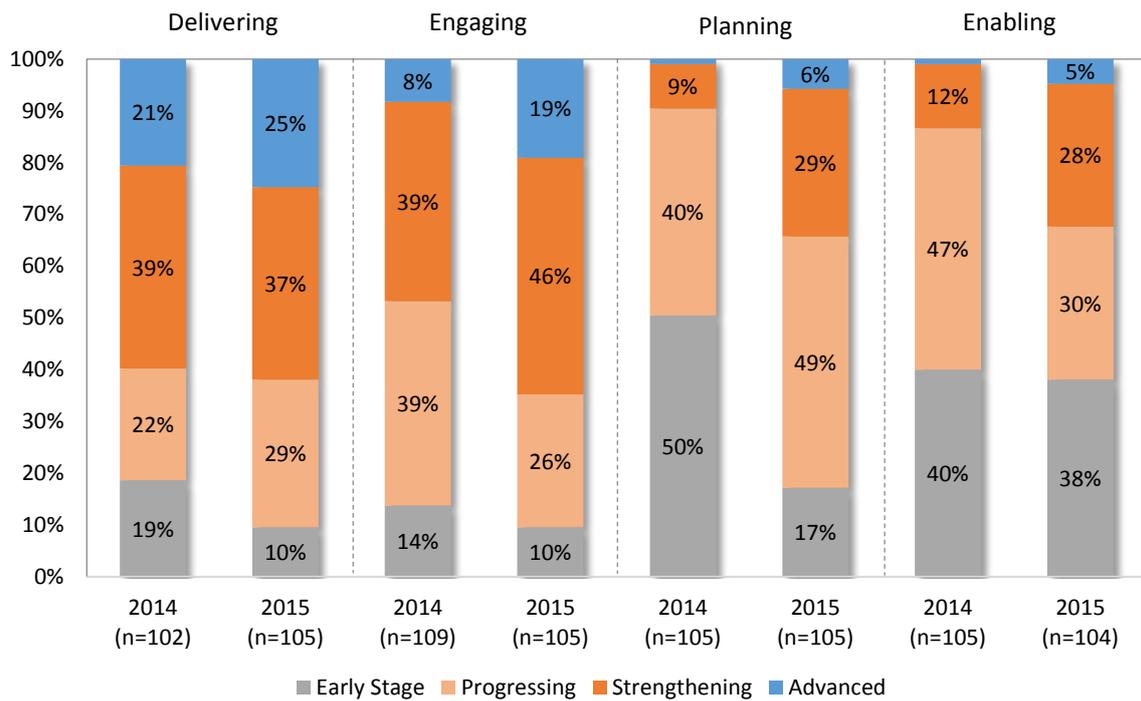
For the key areas of workforce management, practices relating to **Delivering** recorded the most *advanced* levels of implementation in 2015 with 25% of the sector reporting highly developed or developed practices for the majority of questions relating to customer service, collaboration, innovation and productivity. **Enabling** practices were most likely to be in the *early stages* of implementation with 38% of agencies rating themselves highly developed or developed for less than 20% of questions relating to diversity and inclusion (see Figure 2).

Compared to 2014, the sector has matured across all key areas of **Planning**, **Engaging**, **Enabling** and **Delivering** over the last 12 months. Of particular note are those practices relating to **Planning** (workforce planning, mobility, employee capability and talent management) which have shown a notable increase in maturity. In 2014 only 50% had moved beyond the early stages of planning but one year later this has increased appreciably to 83%. This is a positive result given the importance of planning as the basis for effective workforce management.

¹ See Appendix A for further details about the performance rating scale.

² Although the Agency Survey questionnaire was refined in 2015, the topics were broadly similar to 2014 and many questions were able to be directly benchmarked.

Figure 2: Overall performance in 2015 vs. 2014



Degree of implementation

The Agency survey shows that while agencies are implementing strategies across the full range of workforce management topics covered in the survey, including those relating to the reforms under the *Government Sector Employment Act*, in many cases this implementation is at a basic level. This pattern is especially evident in relation to workforce planning and diversity. For example, while implementation of workforce diversity practices ranges from between 52% to 87%, implementation at the highly developed or the developed levels is far lower from 16% to 65%. This indicates that there is still a lot of work to be done for agencies to fully establish these practices as an integral part of their business.

Workforce planning practices that were relatively mature across the sector included:

- ◆ using tailored recruitment and selection strategies to fill critical gaps (73% highly developed or developed); and
- ◆ collecting and reporting of raw workforce data (73% highly developed or developed).

Improvements since 2014 include an increase in the average implementation of **diversity and inclusion** practices from 54% to 69% in 2015 although, as noted above, many of these are at a basic level. The sector was more likely to report mature practices in relation to broader workforce diversity practices (particularly around targets and reporting), and for most aspects of disability employment. In contrast, strategies relating to Aboriginal employment and the participation of senior women (for departments and separate agencies) were less mature and, in some cases, considered as not recognised or not applicable by a considerable number of agencies.

The proportion of agencies with a documented **mobility** plan showed the most marked increase in implementation (from 28% in 2014 to 60% in 2015) with the level of maturity also increasing from 7% to 19% (highly developed or developed). In a practical sense, agencies are using reassignments for non-executives (88%) and executives (77%) as well as temporary assignments for non-executives (97%) and executives (90%) to facilitate mobility but, again, maturity levels are much lower.

Customer service practices were relatively mature across the sector, with increases in implementation recorded in 2015 for some aspects such as benchmarking performance against other organisations. Over 80% of agencies that service individual consumer or private business customers were at high levels of maturity for:

- ◆ referencing customer service in documented organisational objectives and management policies (88% highly developed or developed);
- ◆ emphasising the importance of customer service excellence at the senior leader level (84% highly developed or developed); and
- ◆ taking into account the needs of the customer in business processes (81% highly developed or developed).

Gaps between discourse and action

The Agency Survey results show that the sector is quite active in developing plans and communications around a broad range of workforce management practices. However, the progression of those plans and communications into practical, action-based strategies, or measuring and monitoring practices, is more challenging and where there remains significant scope for improvement. This gap between discourse and action is evident in a number of topics including in relation to aligning practices with values, change management, diversity and inclusion and, to a lesser extent, customer service.

In relation to **change management**, it was highlighted in last year's State of the Sector Report that agencies assessed their change management practices as relatively mature. However, this view was not supported in the People Matter Employee Survey with only 44% of staff feeling that change is handled well in their workplace. To better understand the disparity between agency and employee perceptions, three new questions were added to the 2015 Agency Survey and one of the existing questions was refined. As in 2014, communication and planning-related practices around change management are well implemented across the sector (88%-98%) and many are at a high level of maturity. However, the additional questions show that assessment of change at the local level, and manager accountability for handling change are at much lower levels of maturity. This suggests there are opportunities for agencies to look beyond the provision of information as the primary way of handling change to ensuring managers are on board with the change, are adequately equipped to handle change and are accountable for its implementation, particularly at the local level.

Driving productivity

The majority of the sector (92% implemented, and 66% at a mature level) indicated that it has established a culture that focuses on **productivity**, consistent with the sector's assessment of its culture of **collaboration** (91%, and 71% at a mature level), and support for **innovation** at the senior leader level (94%, and 66% at a mature level).

However, while the sector recorded high levels of implementation of a range of strategies to improve productivity, increasing the contestability of service provision was implemented at a relatively lower level (77%, and 42% at a mature level).

Likewise, the implementation of concrete innovation strategies relating to allocating resources for innovation (77%, and 47% at a mature level) or having systems in place to monitor and promote innovation (73%, and 39% at a mature level) was weaker compared to more abstract strategies.

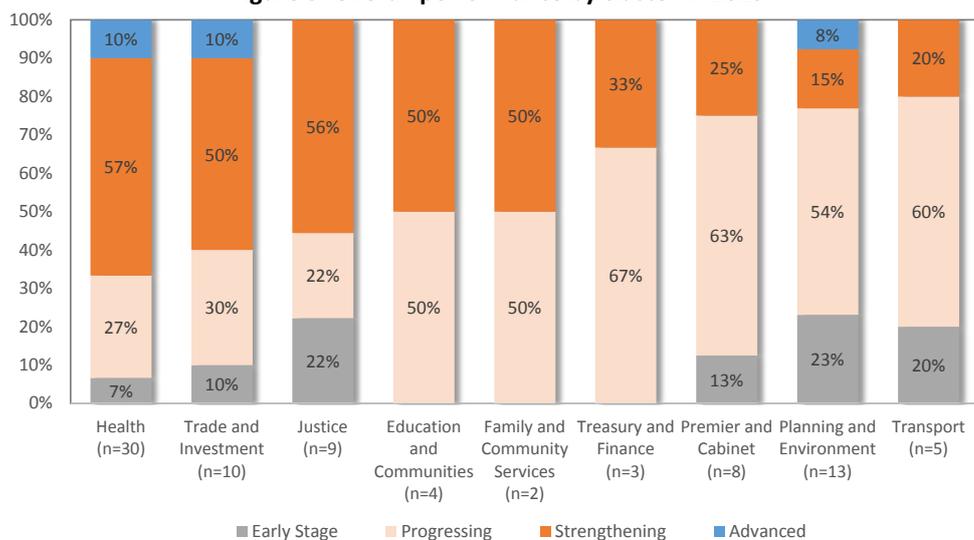
Performance by cluster

The maturity of workforce management practices for the full suite of measures included in the 2015 survey varied by cluster³ (see Figure 3).

More than 60% of agencies in both the Health and Trade and Investment clusters are at an *advanced* or *strengthening* stage of implementation. In other words, they are highly developed or developed for at least 50% of the workforce management practices measured in the survey.

For other clusters there is still scope for improvement to move beyond the *early stages* of implementation (particularly Justice, and Planning and Environment).

Figure 3: Overall performance by cluster in 2015



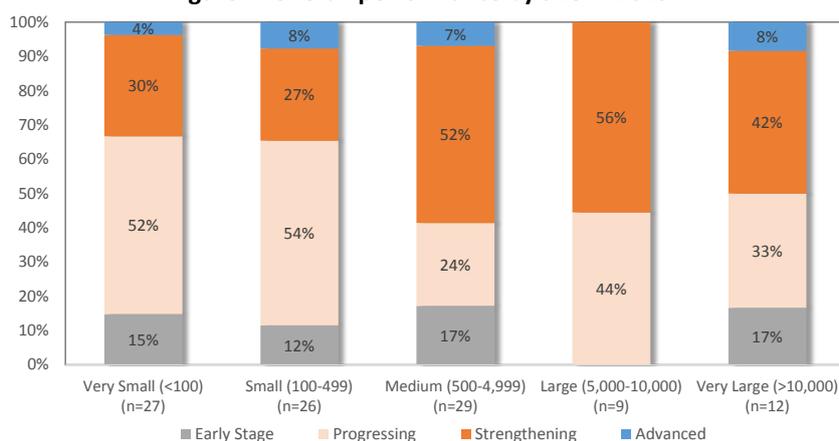
³ A cluster is an administrative arrangement that enables departments and agencies to coordinate related services. The cluster structure in this report reflects the administrative arrangements under the *Government Sector Employment Act 2013* as at 30 June 2015 (prior to the machinery of Government changes of 1 July 2015). See Appendix A for the list of agencies within each cluster.

Performance by size

The Agency Survey was completed by a diverse range of agencies in terms of size⁴, service delivery type and level of resources. The Health cluster makes up a large proportion of the sector and also has many of the larger-sized agencies. The Education and Communities cluster is also of a similar size to Health but only has four agencies responding to the survey, including the Department.

Across the range of practices, medium, large and very large agencies were more likely to have higher levels of maturity (*advanced* and *strengthening*) compared to smaller agencies which were predominantly in the *early* or *progressing* stages (see Figure 4). The results for smaller agencies may be partly attributable to their limited resources.

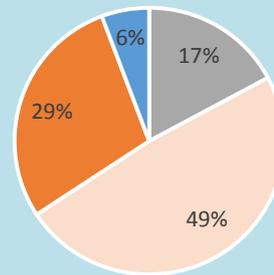
Figure 4: Overall performance by size in 2015



⁴ See Appendix A for the list of agencies by size.

Chapter 2: Planning

Results across the sector in relation to workforce planning, mobility, employee capability and talent management show 6% of the sector reported implementation at an *advanced* level (with 80% or more of their practices highly developed or developed).



■ Early Stage ■ Progressing ■ Strengthening ■ Advanced

There has been a notable shift in the proportion of agencies in the early stages of implementation for these practices, with 17% at an *early stage* in 2015 compared to 52% in 2014. This suggests real progress has been made in planning practices in the last 12 months.

Justice reported relatively higher levels of advanced implementation of Planning practices compared to other clusters (22%). Very large agencies were also more likely to report advanced implementation of these practices (17%).

Scope for improvement is evident in practices with relatively lower implementation – for planning-related practices, this includes agencies identifying:

- ◆ the number and capability of employees 5+ years into the future (50%); and
- ◆ the likely supply of employees with required capabilities from outside the agency (68%).

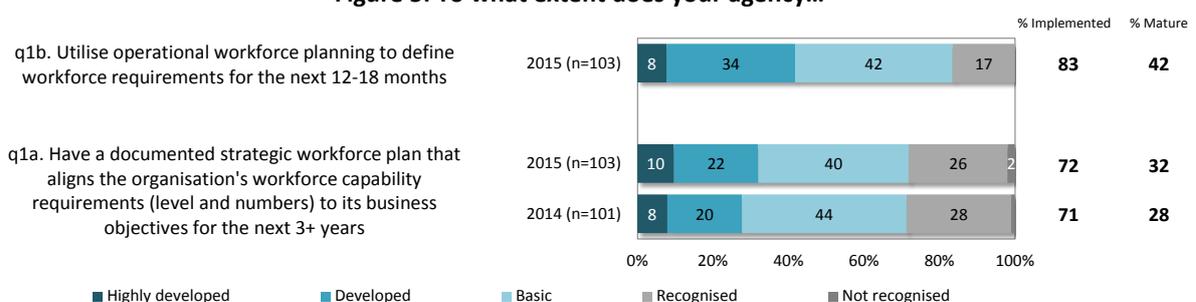
While the implementation of workforce data analysis techniques has improved since 2014, maturity remains low for most practices (18%-46%) except reporting which is at 73% maturity.

This chapter provides highlights and key findings in relation to planning-related practices. The full results for all questions in this section are available at Appendix B.

Workforce Planning

Consistent with the 2014 results on workforce planning, just over 70% of the sector has a documented strategic workforce plan that aligns an organisation’s workforce capability requirements to its business objectives for the next 3+ years (see Figure 5). Operational workforce planning is also utilised by a majority of the sector (83%) to define workforce requirements for the next 12-18 months. Both practices show lower levels of maturity at 32% and 42% respectively (although there are signs of improvement).

Figure 5: To what extent does your agency...



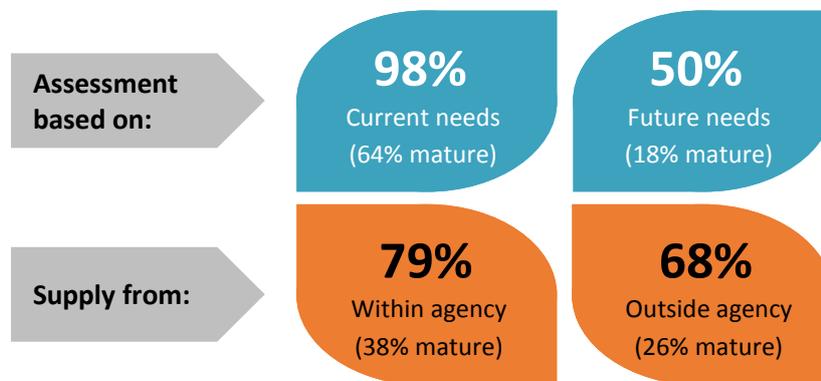
Workforce capability and supply

Compared to 2014, the sector was substantially more likely to identify workforce numbers and capabilities in terms of current needs (98%, up from 82%) and future needs (50%, up from 35% – see Figure 6).

Despite these improvements, the assessment of workforce capability and supply remained very much focused on current needs with half of the sector not yet identifying the number and capability of employees needed 5+ years into the future. With best practice planning focusing on current and longer term needs to meet business objectives, it is integral that workforce planning is similarly looking at future as well as shorter-term needs.

To identify the supply of employees, agencies are more likely to look within the agency (79%) than outside their agency (68%). There is a positive shift here as well compared to results in the last survey with the focus on internal supply up from 66% and external supply up from 54%.

Figure 6: Identification of workforce capability and supply
(% implemented)



Workforce data analysis

The sector was more likely to engage in a range of workforce data analyses in 2015 compared to 2014, with practices improving both in terms of implementation and maturity.

The majority of the sector had implemented standard workforce data analysis techniques including reporting and analysing data. The use of more complex approaches to analysis was relatively lower. In addition, Figure 7 shows that only the reporting of data is at a particularly mature level.

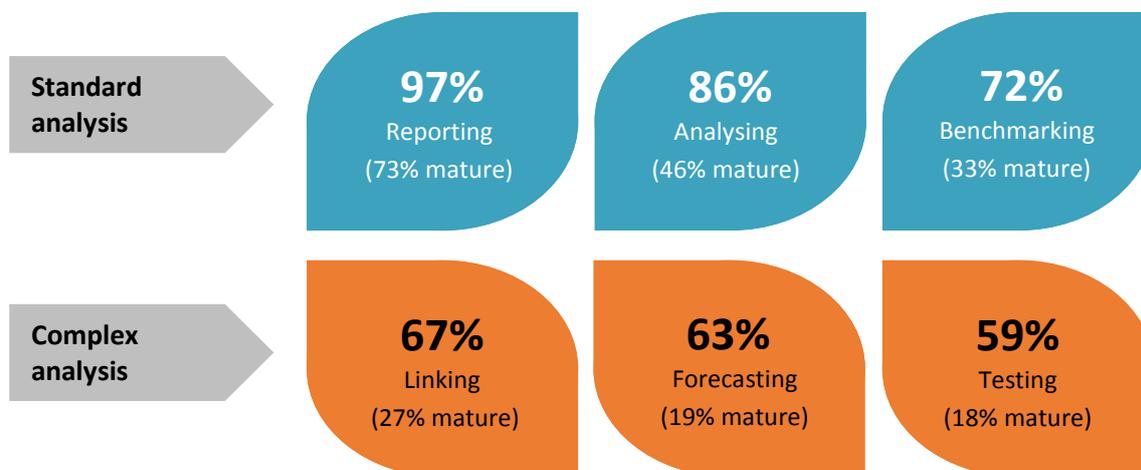
Nonetheless, the sector has reported a more positive view of its use of complex data analysis. In 2015, implementation and maturity improved for data linking (implementation up 15 percentage points (pp) to 67% and maturity up 7pp to 27% in 2015); and benchmarking (implementation up 8pp to 72% and maturity up 11pp to 33% in 2015). The analysis of data which combines and integrates raw data into higher level indicators also improved in 2015 with implementation up 12pp to 86% and maturity up 10pp to 46%. Further discussions with the sector are needed to understand how this analysis is being used to shape business strategy and workforce planning.

Case Study: Workforce review – Legal Aid NSW

An internal labour market analysis showed high levels of workforce mobility coupled with short tenure in roles, high turnover in entry level roles and a heavy reliance on temporary staff. The impact was the direct and indirect cost of backfilling.

Following this workforce data analysis, a series of Executive workshops and the early adoption of GSE compliant recruitment processes, the workforce has stabilised with a dramatic (66%) reduction in the number of temporary staff employed.

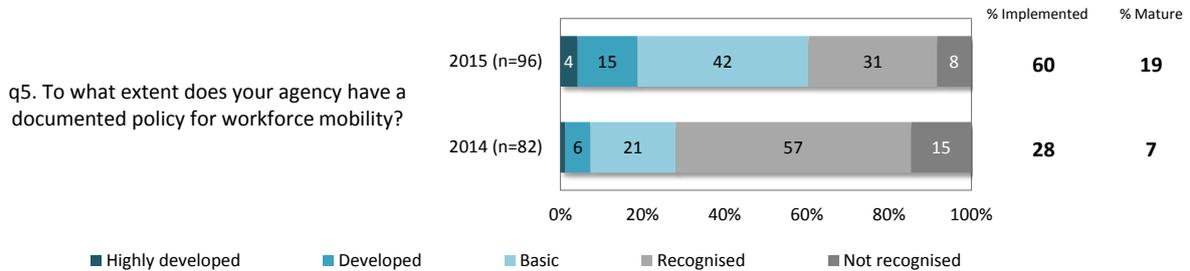
Figure 7: Workforce data analysis
(% implemented)



Mobility

In 2015, the sector was significantly more likely to have a documented workforce mobility policy in place than in 2014, at least at the basic level (60%, up from 28% – see Figure 8).

Figure 8: Maturity of workforce mobility policy



Around two-thirds of the sector has an active program to promote mobility at the agency level (67%) while around 40% promote mobility at the cluster (44%) or sector level (41% – see Figure 9). The latter result may reflect some agencies' views that departments or central agencies are responsible for implementation at these levels.

Figure 9: Promotion of mobility

(% implemented)

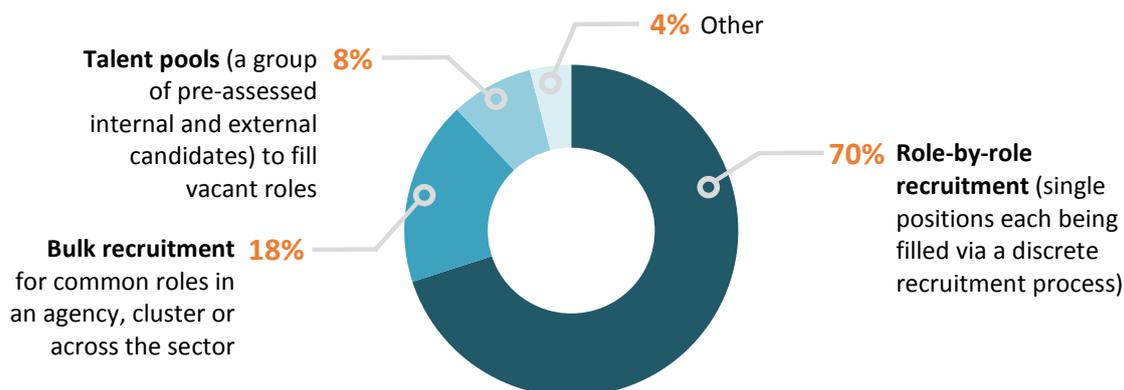


Employee Capability

Recruitment types and practices

Role-by-role recruitment was the most common recruitment method used across the sector in the last 12 months (70%), while just under 20% of the sector had used bulk recruitment (see Figure 10).

Figure 10: What proportion of all recruitment undertaken by your agency in the last 12 months was done using the following recruitment practices:



The use of temporary assignments for non-executive and executive employees to meet short-term organisational needs, or as development opportunities, was a common and well-developed practice across the sector (90-97%). Reassignments to critical roles for non-executive (88%) and executive employees (77%) were also common across the sector, though these practices were at a more basic level of maturity meaning they were used infrequently or only in parts of the agency.

While these recruitment practices are central to workforce mobility, they are only effective if they are supported by workforce planning. The relative maturity of recruitment practices across the sector is evidently well supported by complementary planning strategies, particularly in relation to planning the mix of different employment types (92% implemented with 48% highly developed or developed).

Case Study: Surge Staffing Model – Ministry for Police and Emergency Services

A 'surge staffing' model was implemented to address workforce needs while responding to natural disasters and other emergencies.

- *Staff members who did not have an operational function were trained to respond to natural disasters and other emergencies. These staff are now employed in operational roles in response, disaster welfare and recovery.*
- *More than 200 staff across the public sector responded to an expression of interest for employees who wished to be considered for short-term operational deployments. Training has been provided to almost half of these staff and a number were activated for deployment in response to the Hunter-Central Coast flooding in April and May 2015.*

Learning and development

Over 80% of the sector used a range of learning and development strategies or initiatives in 2015, from directly linking learning and development programs to their performance management system (81%), to prioritising learning and development investment against skills gaps (88%).

While implementation is relatively high, maturity is much lower, particularly regarding formal evaluations of learning and development programs (40% mature), and the linkage of learning and development programs to performance management systems (41% mature). The use of performance management systems to develop capability for critical roles is similarly well implemented (83%) but with much lower levels of maturity (39%) showing scope for agencies to consider linkages between learning and development strategies and performance management.

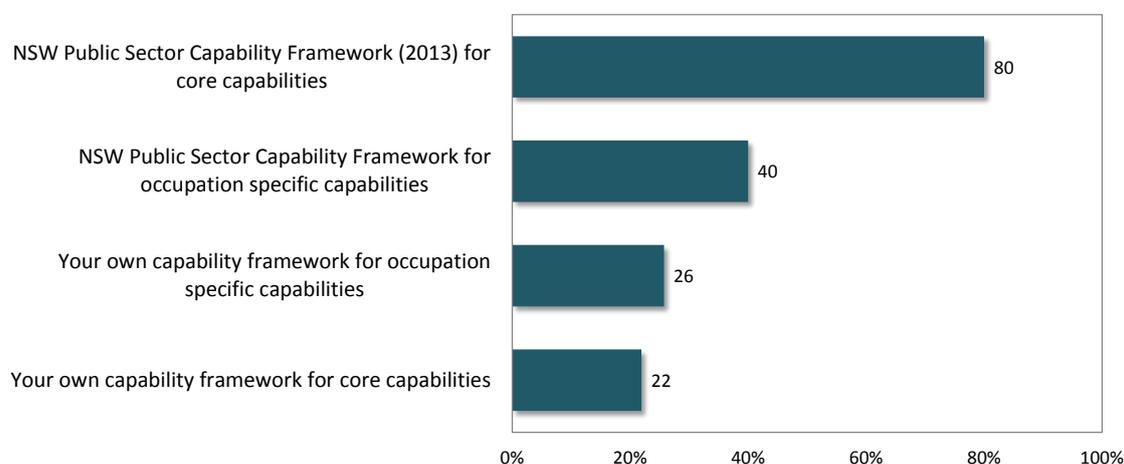
Capability frameworks

The majority of the sector (80%) indicated they use the *NSW Public Sector Capability Framework (2013)* for developing role descriptions for core capabilities – 40% develop role descriptions using the *NSW Public Sector Capability Framework* for occupation specific capabilities. Around one quarter were using their own capability frameworks (see Figure 11).

Case Study: 20 Capability Guides – Department of Education and Communities

The Department released a set of 20 capability guides as an innovative and proactive measure to embed the NSW Public Sector Capability Framework into learning and development practices. Developed in accordance with the 70:20:10 learning principle, and accessible to all staff, the guides assist both managers and staff with learning and development ideas for capability development and career planning.

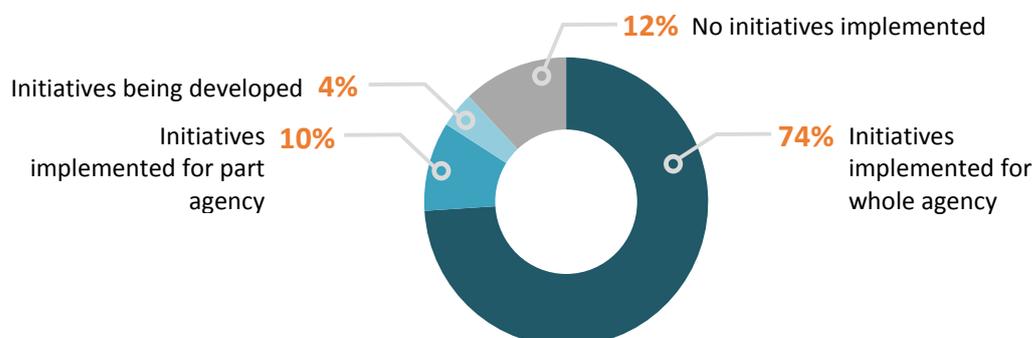
Figure 11: Which of the following capability frameworks does your agency use to develop role descriptions?
(Multiple response)



Employee engagement

The majority of the sector had implemented initiatives in the last 12 months specifically designed to improve employee engagement, either across a whole agency (74%) or part of an agency (10% – see Figure 12).

Figure 12: Did your agency implement any initiative specifically designed to improve employee engagement in 2014-15?



Case Study: Signature Behaviours – Sydney Water Corporation

After the Corporation's 2013 Culture Survey recorded employee involvement levels below their benchmark, Sydney Water harnessed opportunities to work collaboratively across the business, encouraging staff to engage with and be a part of programs that help them improve.

Three hundred employees across the organisation came together to co-create a set of signature behaviours that articulate what they expect to see and hear day-to-day to build a high performance culture aligned with the organisation's values and aspirations.

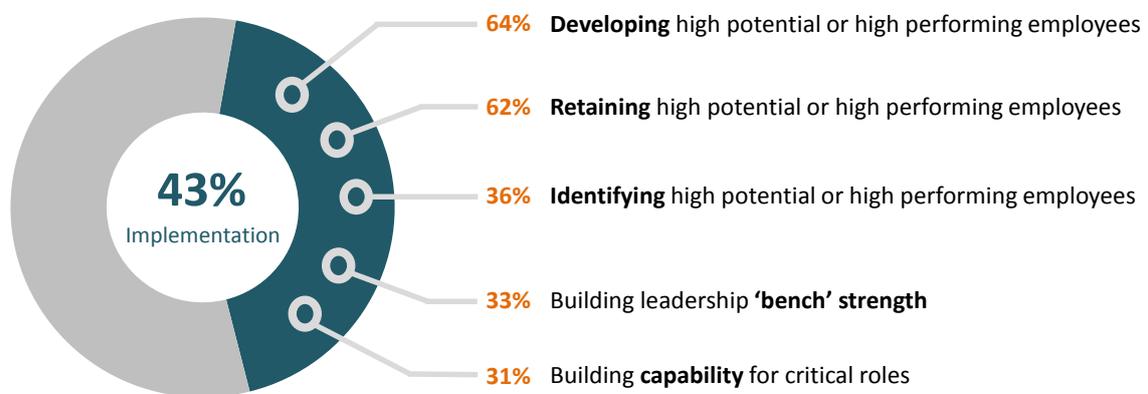
Since then, results from Sydney Water Corporation's organisational recent pulse survey show that more employees are observing the signature behaviours in action, and monitoring is ongoing.

Talent Management

Talent management is a business process that enables better workforce planning and capability development. Consistent with 2014, almost half of the sector had implemented a talent management strategy (43%) and levels of maturity remain low (14%).

The main purposes of talent strategies across the sector were to develop (64%) or retain (62%) high potential or high performing employees (see Figure 13). The sector was significantly less likely to identify future-focused goals as the main purpose of a talent management strategy (consistent with lower implementation of future-focused planning practices generally), such as building capability for critical roles (31%) and in key business areas (24%); and attracting or recruiting high potential or high performing candidates (both 16%).

Figure 13: What is the main purpose of your talent management strategy in terms of end goals?
(Multiple response)



While implementation of a talent management strategy was low, the majority of the sector (86%) was actively identifying high performing or high potential employees within some specific category – around half of the sector was identifying talent within Executive (48%) or Executive feeder groups (49%). The sector was less likely to identify talent within categories of employees with a high potential to develop a broad range of skills, including other managers/ supervisors (43%), other employees (31%), and graduates (22%).

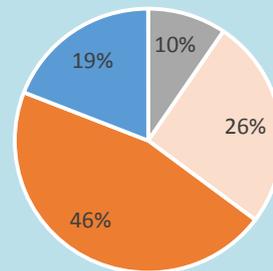
Just over 10% of the sector indicated that:

- ◆ the identification of employees was not tied to a category (13%); or
- ◆ there was no active identification taking place (14%).

Chapter 3: Engaging

Implementation of practices relating to change management, organisational culture and values were at an *advanced* level for one-fifth of the sector, with almost half at the *strengthening* level.

Health (37%) and Treasury and Finance (33%) reported relatively higher levels of advanced implementation compared to other clusters.



Maturity of **change management** practices was relatively high with over 80% of the sector reporting mature implementation of: face-to-face communication between senior managers and most employees (82%); multidisciplinary committees with defined roles and responsibilities (81%); and project plans with goals, accountabilities, and timelines (80%).

Practices relating to the implementation of **values** that were particularly mature included the incorporation of values into orientation/induction and training programs (81%); and documented agency objectives and management policies (74%). The proportion of the sector aligning its workforce management practices with agency-specific values recorded higher implementation levels and/or maturity of these approaches, in contrast to the proportion of the sector aligning practices to the Government sector core values.

Scope for improvement is evident in **change management** practices involving the monitoring and assessment of change, and localised strategies for managing change. These practices recorded relatively lower implementation compared to general planning and communication-based strategies for managing change.

Similarly, monitoring and assessment-related strategies for **values** recorded relatively lower implementation than leadership-led approaches or broad-based communication strategies. Implementation of monitoring and assessment-based approaches was at 70% for agencies that use their *own values*, compared to 55% for agencies that use the *core values*.

While the sector was generally taking action to address issues arising from the 2014 People Matter Employee Survey, around 17% of agencies have no plans or saw no need to do so.

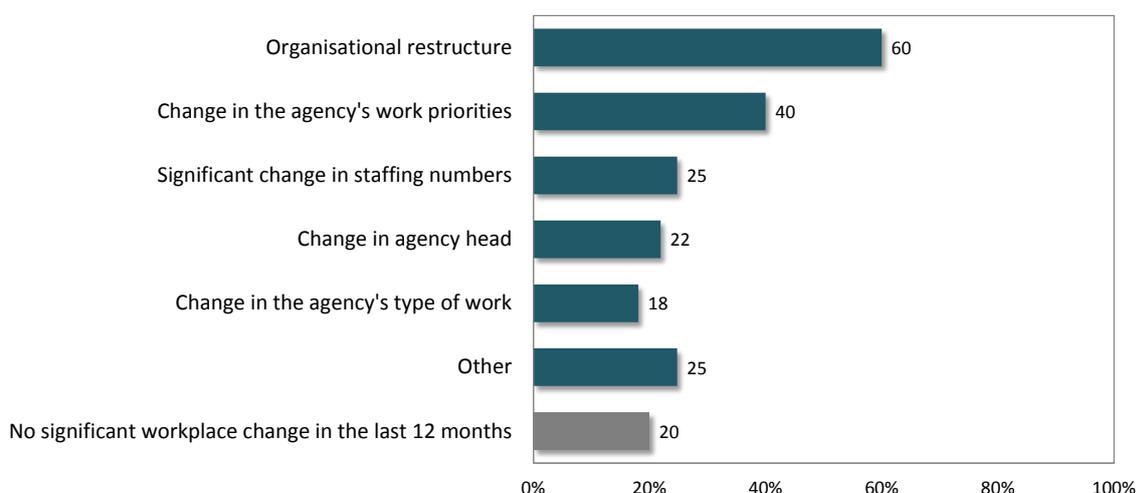
This chapter provides highlights and key findings in relation to engaging-related practices. The full results for all questions in this section are available at Appendix A.

Organisational Culture

Change management

The 2015 Agency Survey showed that the majority of the sector (80%) has experienced significant workplace change in the last 12 months – many agencies have undergone an organisational restructure (60%), 40% have experienced a change in their work priorities, and one-fifth of the sector (22%) also reported a change in agency head (see Figure 14).

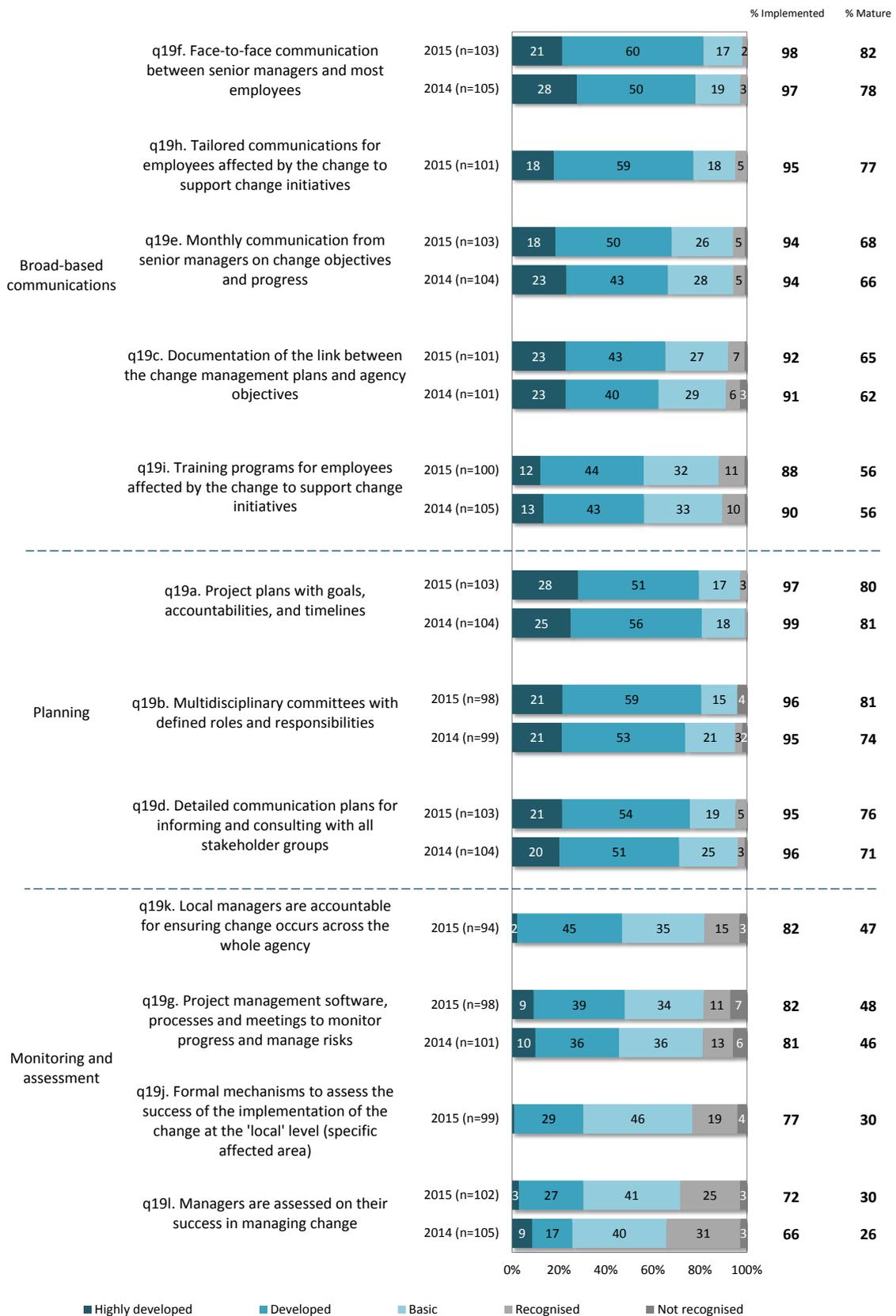
Figure 14: In the last 12 months, has your agency experienced significant workplace change in any of the following areas?
(Multiple Response)



Change management was the lowest scoring question across the sector in the People Matter Employee Survey 2014. In the 2014 Agency Survey, the sector assessed itself as having well implemented practices to manage change. To better understand the disparity between agency and employee perceptions, three new questions were added to the 2015 Agency Survey and one of the existing questions was refined.

The 2015 results show that the maturity of change management strategies across the sector remain reasonably high for those strategies which centred on **planning** (averaging 79% highly developed or developed) and **broad-based communications** (70% highly developed or developed). However, maturity was much lower across the sector for **monitoring and assessment** approaches (averaging 39%), including localised strategies to manage change (see Figure 15). This suggests there are opportunities for agencies to look beyond the provision of information as the primary way of handling change to ensuring managers are on board with the change, are adequately equipped to handle change and are accountable for its implementation, particularly at the local level.

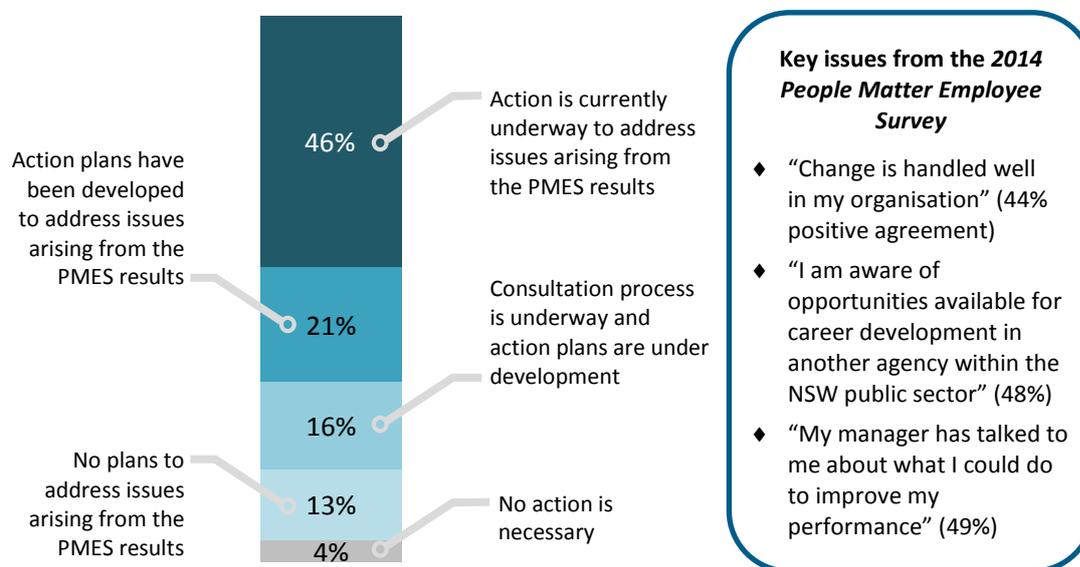
Figure 15: Regarding the management of major workplace change initiatives in your agency, to what extent does your agency typically use the following approaches to manage and achieve change?



People Matter Employee Survey

Just under half of the sector (46%) reported having action currently underway to address issues arising from their 2014 People Matter Employee Survey results – another 21% had already developed action plans (see Figure 16).

Figure 16: To what extent has your agency used the 2014 People Matter Employee Survey (PMES) results to develop plans and drive improvements in your agency?

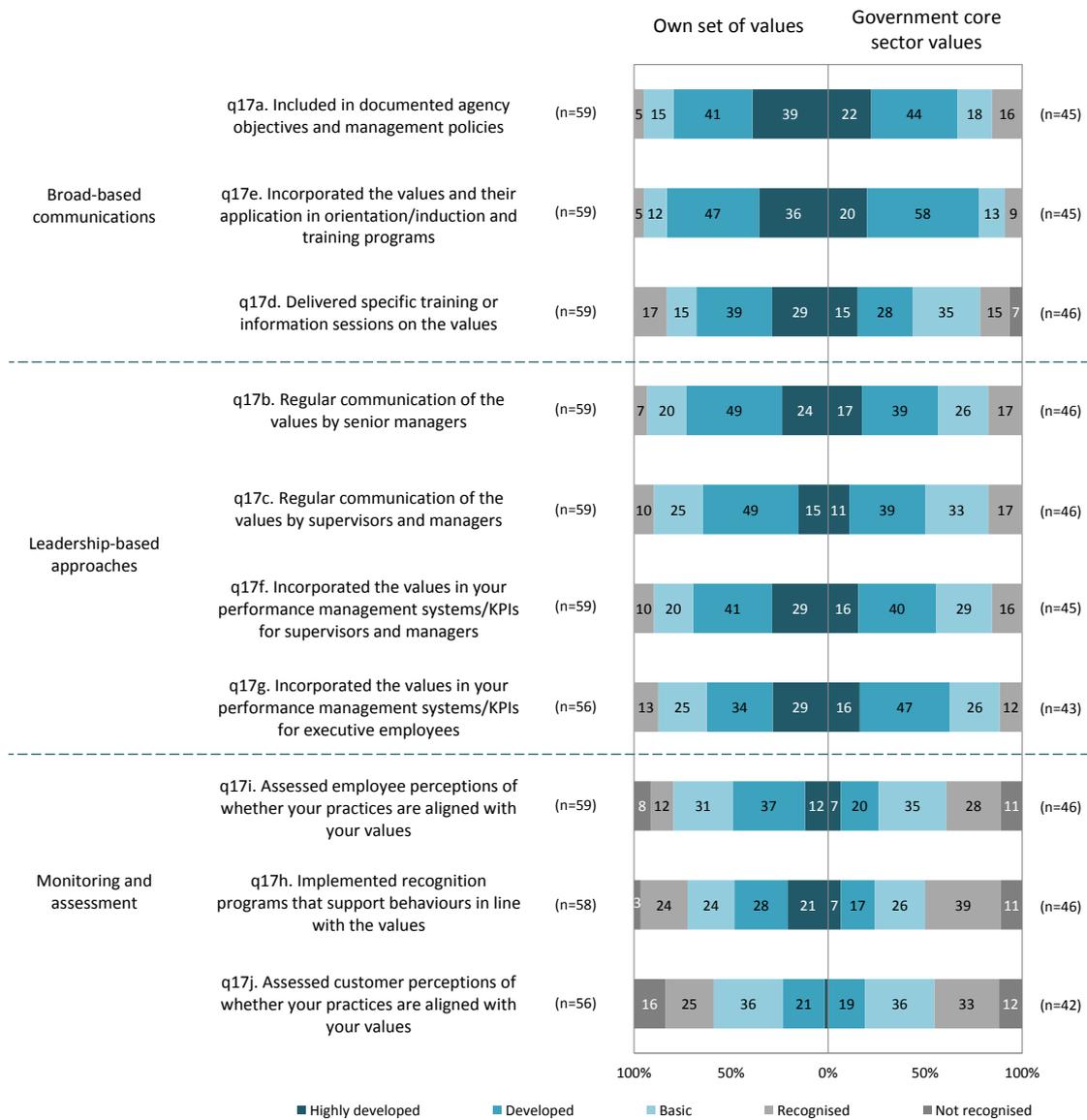


Values

The maturity of **leadership-led approaches** and **broad-based communications** to encourage alignment with organisational values across the sector was relatively high for agencies whether they are using the Government sector core values or their own set of values (averaging 62% and 71% maturity respectively – see Figure 17).

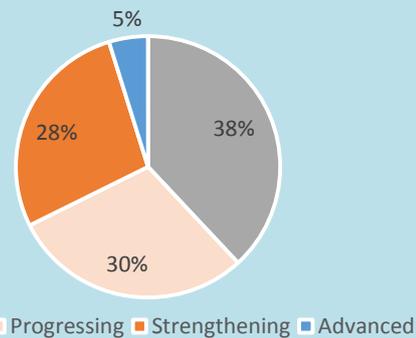
Maturity was much lower for **monitoring and assessment** approaches (averaging 33% – 40% for agencies that use their own values, compared to 23% for those who use the core values), particularly assessing employee and customer perceptions of whether agency practices are aligned with the values.

Figure 17: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above?



Chapter 4: Enabling

Implementation of practices relating to diversity and inclusion were amongst the least mature of the four key areas of **planning, engaging, enabling** and **delivering** with *early stage* implementation the highest at 38% and *advanced* implementation the lowest at 5%.



Education and Communities reported relatively higher levels of advanced implementation (25%) compared to other clusters.

There were improvements in diversity and inclusion practices since 2014 with the sector more likely to report mature practices in relation to target setting and reporting.

Disability employment practices that were particularly mature included: designing role specifications and advertisements to include knowledge or capability requirements that are essential for satisfactory performance in the role (65%); and designing recruitment assessment methods to optimise the opportunities given to all applicants to demonstrate their merits against the job requirements (64%). In contrast, the maturity of developing specific attraction and retention strategies for persons with disability were very low at 10%.

Strategies relating to Aboriginal employment were much less mature including increasing Aboriginal employment levels across a wider range of roles (34% mature); embedding Aboriginal Cultural Competency strategies into workforce diversity plans (28% mature); and meeting the new target of 1.8% Aboriginal staff at all salary bands (28% mature).

In relation to participation of senior women, only 16% of departments and separate agencies have set gender targets with 36% determining that targets are not required.

This chapter provides highlights and key findings in relation to enabling-related practices. The full results for all questions in this section are available at Appendix B.

Diversity and Inclusion

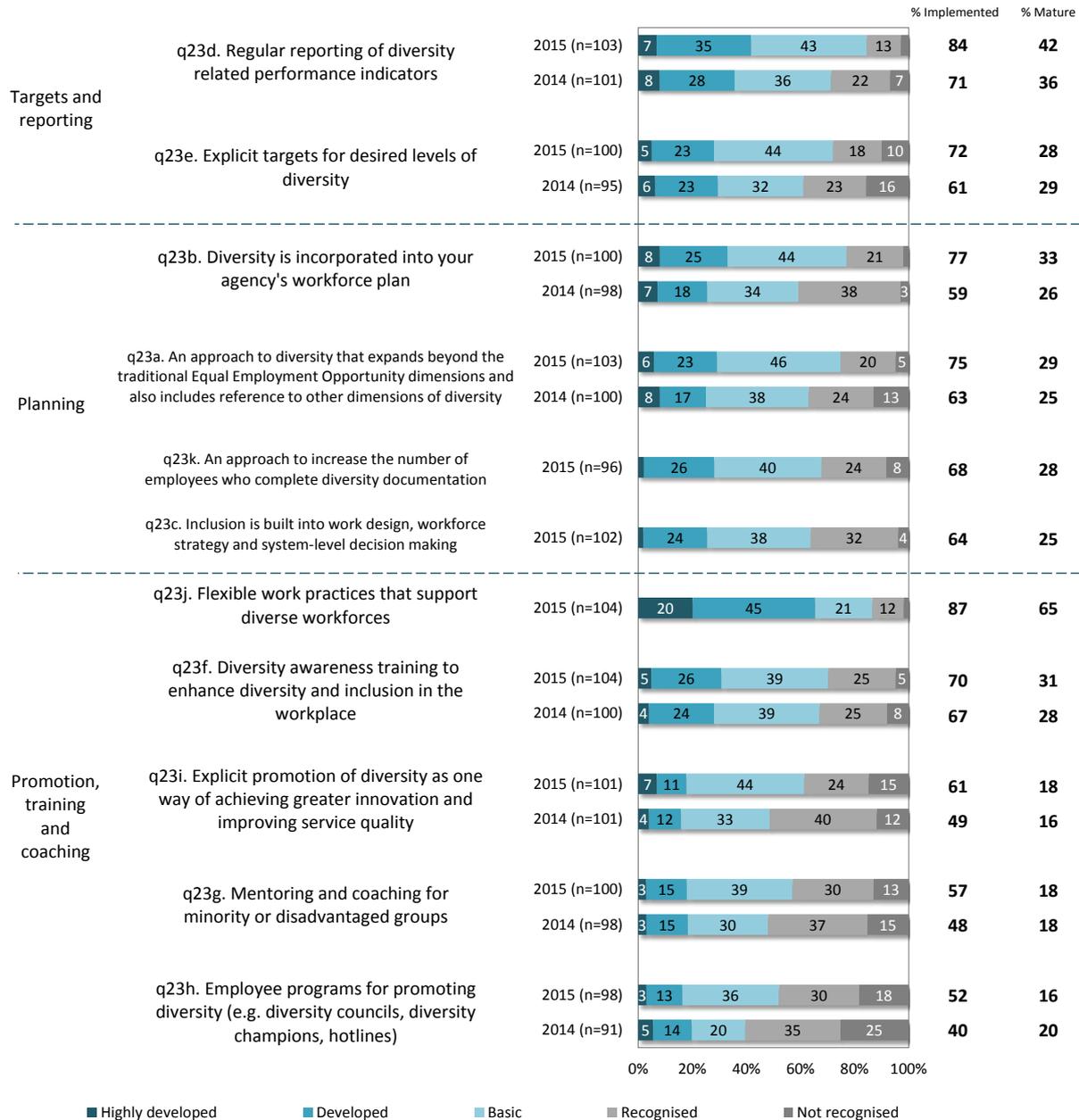
The implementation of a range of broad workforce diversity practices increased in 2015 but these practices are at relatively low levels of maturity. While the majority of the sector had implemented approaches which centred on **planning** (averaging 71%), maturity was relatively low (averaging 29%). Similarly, implementation of **targets and reporting** showed high levels of implementation (averaging 78%) but much lower levels of maturity (averaging 35%). Improvements in implementation since 2014 included:

- ◆ regular reporting of diversity-related performance indicators (84%, up from 71%); and
- ◆ incorporating diversity into workforce plans (77%, up from 59%).

Implementation was relatively lower for **promotion, training and coaching** approaches (averaging 65%) while maturity was comparable (averaging 30%). Improvements in implementation since 2014 included:

- ◆ explicit promotion of diversity to achieve innovation and service quality (61%, up from 49%); and
- ◆ employee programs for promoting diversity (52%, up from 40% – see Figure 18).

Figure 18: To what extent does your agency have the following workforce diversity practices in place?



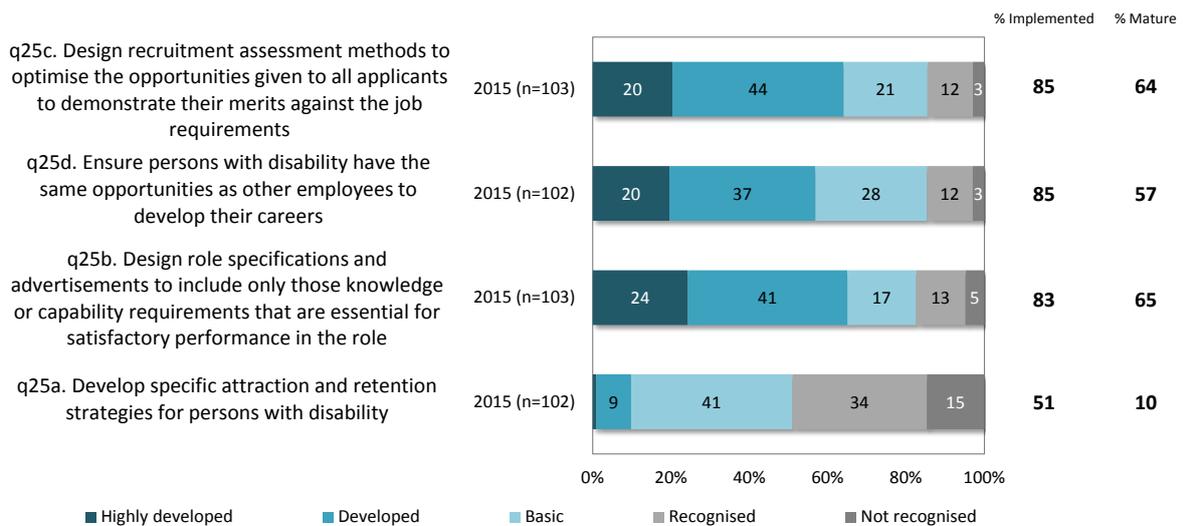
Disability employment

The *NSW Disability Inclusion Action Planning Guidelines*⁵ provide assistance to agencies in developing their Disability Inclusion Action Plans. This includes providing advice on aspects to consider in executing a diversity and inclusion employment agenda. Some of these practices were examined in the survey. Results show that over 80% of the sector had implemented methods to optimise the opportunities given to job applicants (85%); to ensure persons with disability have the same opportunities as others to develop their careers (85%); and to design appropriate role specifications and advertisements (83% – see Figure 19).

A key finding in this area is that just half of the sector (51%) had developed specific attraction and retention strategies for persons with disability while the remainder had not taken action (although 34% recognised the need to implement this strategy).

⁵ See: www.facs.nsw.gov.au/reforms/developing-the-nsw-disability-inclusion-plan/disability-inclusion-action-plans

Figure 19: To what extent does your agency:



Aboriginal employment

Results were mixed in relation to processes and practices relating to Aboriginal employment (see Figure 20).

A majority of the sector had implemented processes to increase Aboriginal employment levels agency-wide (76%); to improve understanding of Aboriginal culture (71%); and to retain Aboriginal employees (68%).

However:

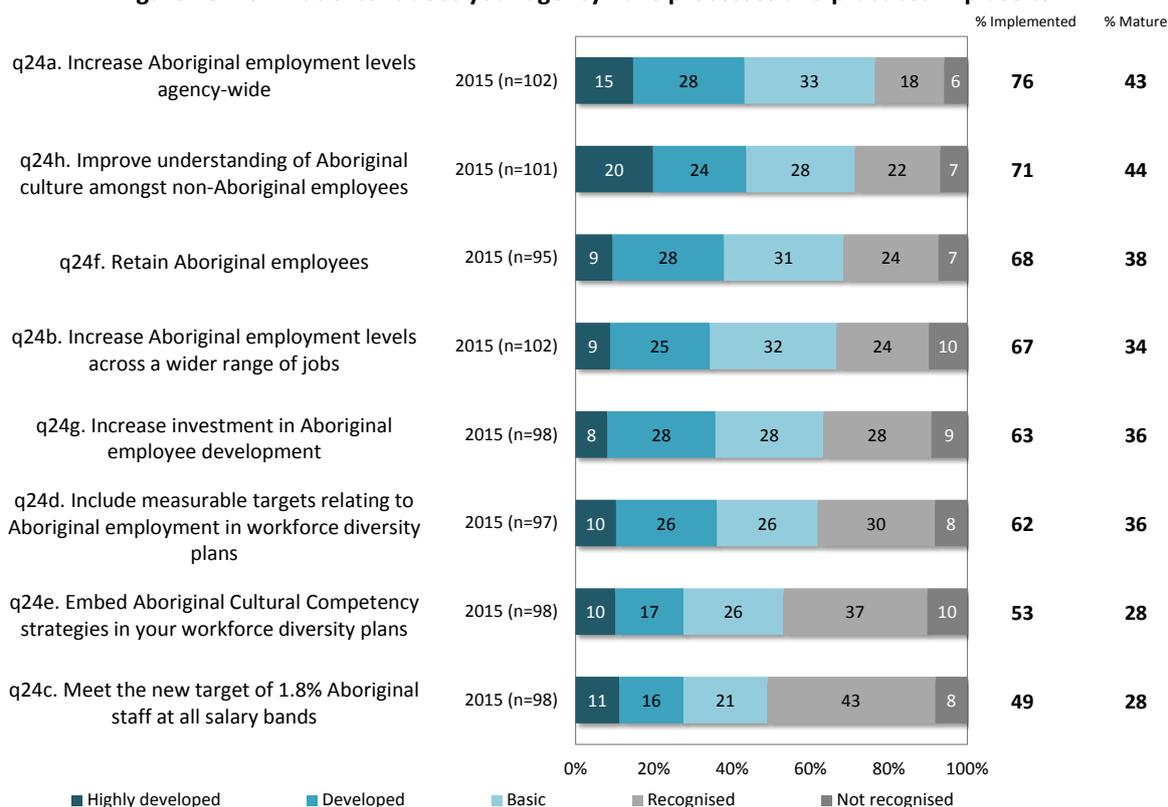
- ◆ implementation was relatively lower for including measurable targets (62%) or embedding Aboriginal Cultural Competency strategies (53%) into workforce diversity plans; and
- ◆ less than half of the sector (49%) has a practice in place to meet the 1.8% target for Aboriginal staff, and 43% of the sector *recognised* the importance of this strategy, although this could be attributed to the target being relatively new.

Ten per cent of the sector did not recognise the need to increase Aboriginal employment levels across a wider range of jobs, or to embed Aboriginal Cultural Competency strategies in workforce diversity plans. However, the Premier’s priority to drive public sector diversity is likely to have a positive impact on the design and implementation of workforce practices to increase the number of Aboriginal people employed in the sector, particularly in senior leadership roles.

Case Study: Emerging Leaders Program – Aboriginal Affairs

An Emerging Leaders Program was conducted to address succession planning and to develop the next generation of Aboriginal public sector leadership. Aimed at grade 7/8 and 9/10 staff, the six month program includes group workshops, individual coaching, peer support and completion of project(s) relevant to Aboriginal Affairs.

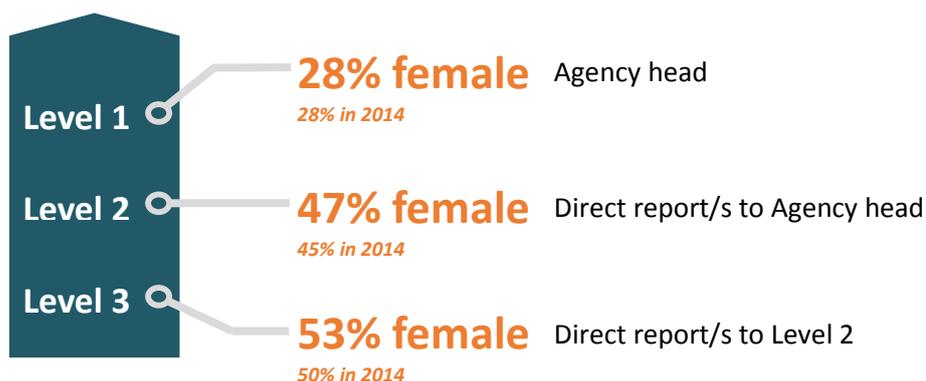
Figure 20: To what extent does your agency have processes and practices in place to:



Participation of senior women

Analysis of the number of men and women in the top three levels of agencies' executive groups showed no or very little change compared to 2014. At the Agency head level, 28% of positions were held by women, 47% at level two, and 53% at level three (see Figure 21).⁶

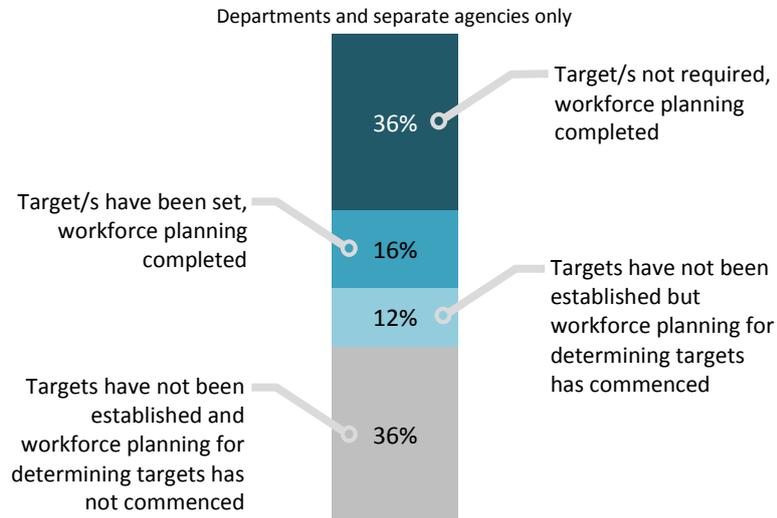
Figure 21: Proportion of women in the top three levels of agencies' executive group (excluding EAs and other non-Executive support staff)



⁶ Note that the headcount information provided by agencies was in most cases significantly different to PSC data, potentially due to agencies including non-Executive staff in their survey response. Although Level 1 results are considered relatively robust, Level 2 and Level 3 results should be treated with caution as they may not accurately reflect the Executive gender split.

Emerging from the NSW Public Sector Response to recommendations in the *Advancing Women* report⁷, department secretaries and heads of separate agencies agreed to use workforce planning processes to identify gender targets for women in senior roles that are appropriate to their workplace context; and put the targets in place (where a need is evident in workforce data) by 30 June 2015. Figure 22 shows that only 16% of departments and separate agencies have set gender targets with 36% determining that targets are not required.

Figure 22: To what extent has workforce planning shown a requirement for gender target/s at executive levels?

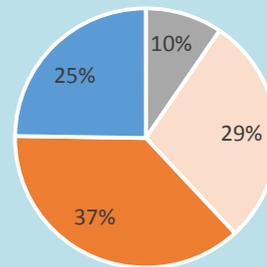


⁷ Published by the Women and Work Research Group, University of Sydney.

Chapter 5: Delivering

Implementation of practices relating to customer service, collaboration, innovation and productivity was the strongest of the four key areas, with *advanced* implementation at 25%.

Treasury and Finance (67%), Justice (44%) and Trade and Investment (40%) reported relatively higher levels of advanced implementation compared to other clusters.



■ Early Stage ■ Progressing ■ Strengthening ■ Advanced

Larger agencies tended to have more advanced implementation compared to smaller agencies, with very large agencies recording the most advanced implementation (42%).

Customer service practices were relatively mature, with increases in implementation recorded in 2015 for benchmarking against other organisations. However, maturity of practices remained around the same levels and, in some cases, went backwards.

Over 80% of agencies that service individual consumer or private business customers were: referencing high levels of customer service in documented organisational objectives and management policies (88% mature); emphasising the importance of customer service excellence at the senior leader level (84% mature); and taking into account the needs of the customer in business processes (81% mature).

The majority of the sector (92%) indicated that it has established a culture that focuses on **productivity** (66% mature) consistent with the sector's assessment of its culture of **collaboration** (91% implemented, 71% mature), and support for **innovation** at the senior leader level (94% implemented, 66% mature).

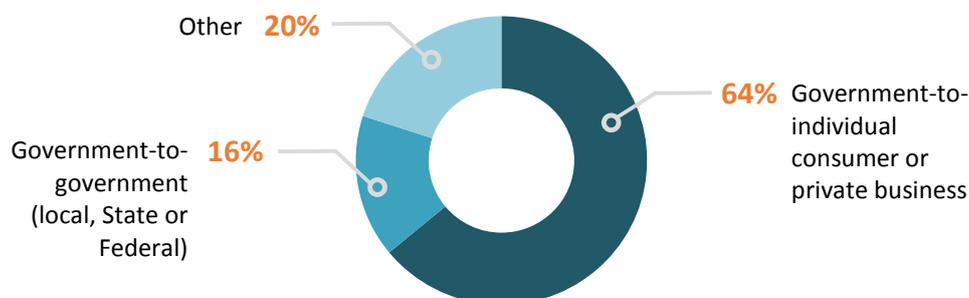
However, while the sector recorded high and mature implementation of a range of strategies to improve productivity, increasing the contestability of service provision was implemented at a relatively lower level (77%, 42% mature). Likewise, the implementation of concrete innovation strategies relating to allocating resources for innovation (77%, 47% mature) or having systems in place to monitor and promote innovation (73%, 39% mature) was weaker compared to more abstract strategies.

This chapter provides highlights and key findings in relation to delivering-related practices. The full results for all questions in this section are available at Appendix B.

Customer Service

Around two-thirds of the sector indicated they service individual consumer or private business customers (64%) compared to 16% that primarily service government (see Figure 23).

Figure 23: Which of the following best describes the main type of customer relationship your agency services?



The majority of the sector (84%) indicated they have a service charter outlining standards for the quality of services provided to customers.

Strategies to optimise customer service

For the proportion of the sector that services *individual consumer or private business customers*, implementation was very strong (over 85%) for a range of strategies designed to optimise customer service.

Implementation was particularly high for those strategies which centred on **broad-based communications** (averaging 97%).

Implementation was also strong for **measuring and monitoring** and **employee-based** approaches (both averaging 87%).

In contrast, levels of implementation of customer service strategies for agencies that primarily service *government* varied significantly. Some strategies were fully implemented, such as frequent emphasis by senior leaders of the importance of customer service excellence. However, compared to agencies that service individual consumers or private businesses, agencies that service government were significantly less likely to implement recognition programs (42%, compared to 83%) or regularly collect customer feedback (69%, compared to 91%).

Case Study: Circle of Service – Service NSW

A program called Circle of Service (CoS) has been implemented to build a front-line led continuous improvement culture. The program aims to give all Service NSW employees a voice and a say in 'what we do and how we do it' to utilise the extensive knowledge, skills and experience of all Service NSW employees and encourage sharing of internal best practice.

Since its launch in June 2014 more than 1500 ideas have been submitted and almost 400 have been or are in the process of being adopted. These ideas include improvements to Service NSW's customer service around driver testing, digital transaction improvements and children's entertainment in Service Centres.

Collaboration

The majority of the sector indicated it has guidelines in place or a culture of collaboration to identify and act on collaboration opportunities (91%) – most felt that their collaboration culture was mature (71%).

Collaboration partners

Almost all agencies indicated they have formally collaborated with other NSW public sector agencies (99%) and within their own agency (98%) during the last 12 months in relation to policy development, program design and management, service delivery and regulatory functions.

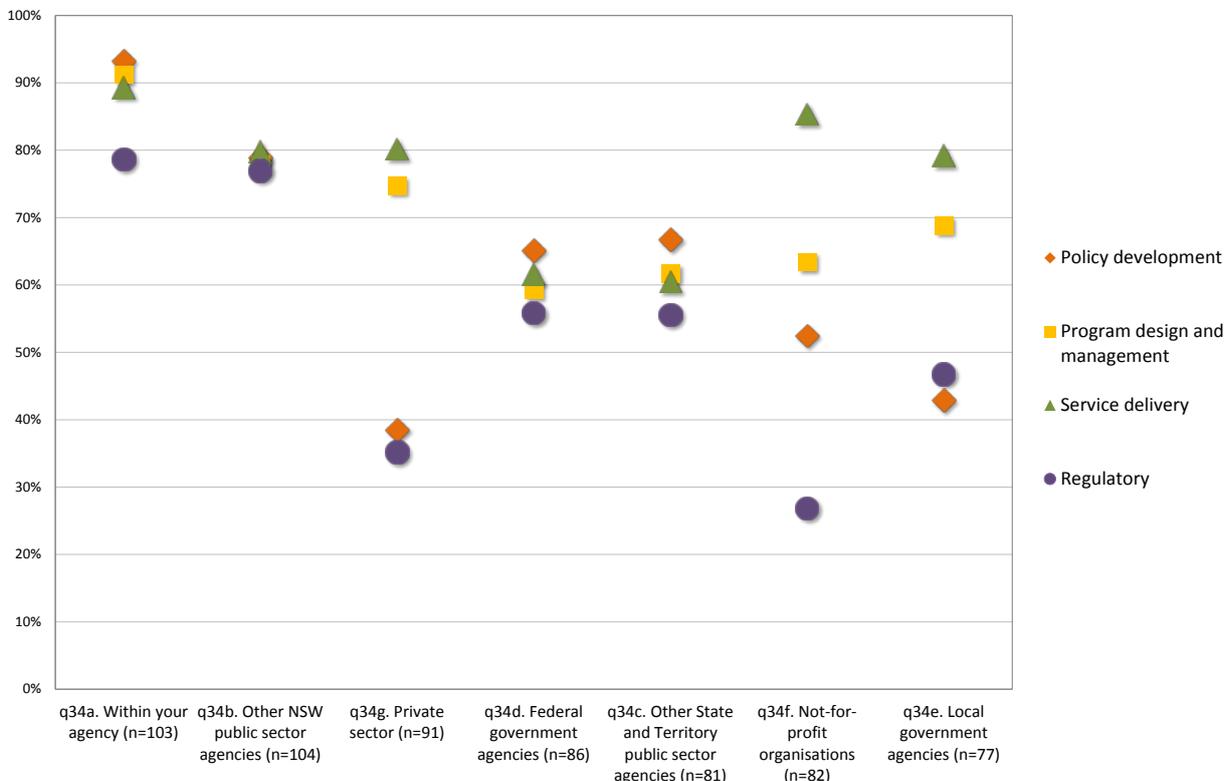
The sector was relatively less likely to collaborate with not-for-profit organisations (78%), other State and Territory public sector agencies (77%), and local government agencies (73%) – this is likely to be closely related to the customer type and service delivery functions of agencies.

Collaboration functions

The sector collaborates most commonly in relation to service delivery (77%) and program design and management (71%). Collaboration on policy development (63%) and regulation (54%) was relatively less common.

High levels of collaboration at the intra-agency and NSW public sector level occurred across all functions (see Figure 24). However, collaboration with the private sector was more likely to occur in relation to service delivery and program design and management, while regulatory and policy development functions were more likely to warrant collaboration with Federal government agencies and other State and Territory public sector agencies.

Figure 24: Collaboration functions



Innovation

Across the sector, the implementation of concrete innovation strategies was not as strong or mature as the implementation of more abstract strategies.

The majority of the sector indicated that senior leaders provide clear authority and support for innovation; and that they actively engage stakeholders to come up with new or better ways to do things, but maturity levels are far lower.

Implementation and maturity levels were relatively lower in terms of systems to monitor and promote innovation; and having resources allocated to take advantage of identified innovations (see Figure 25).

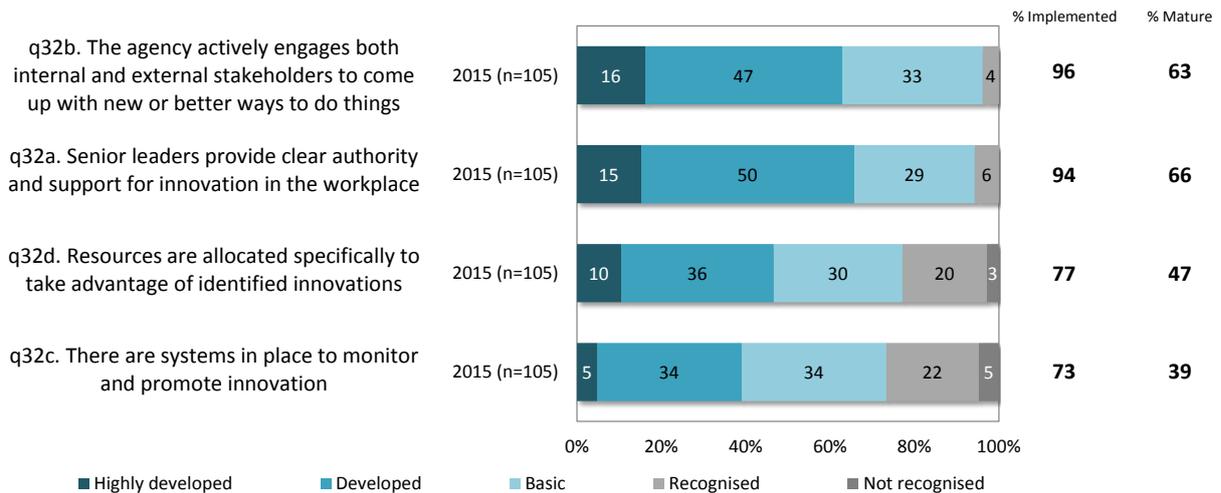
Case Study: The Pitch – Sydney Local Health District

The Pitch is a workplace competition that aims to empower staff to 'pitch' innovative ideas, no matter how big or small. The objectives are to improve the health system, improve patient experience, enhance the delivery of healthcare and to minimise waste.

The Pitch encourages both junior and senior employees, clinical and non-clinical, to participate from all levels across the District.

Since the program was launched in August 2014, 11 pitches have been accepted from 70 applications received from over 30 departments across the District. Successful applications so far have included innovations for community mental health, dentistry, operating theatres, and medical records.

Figure 25: To what extent does your agency have the following innovation strategies in place?



Productivity

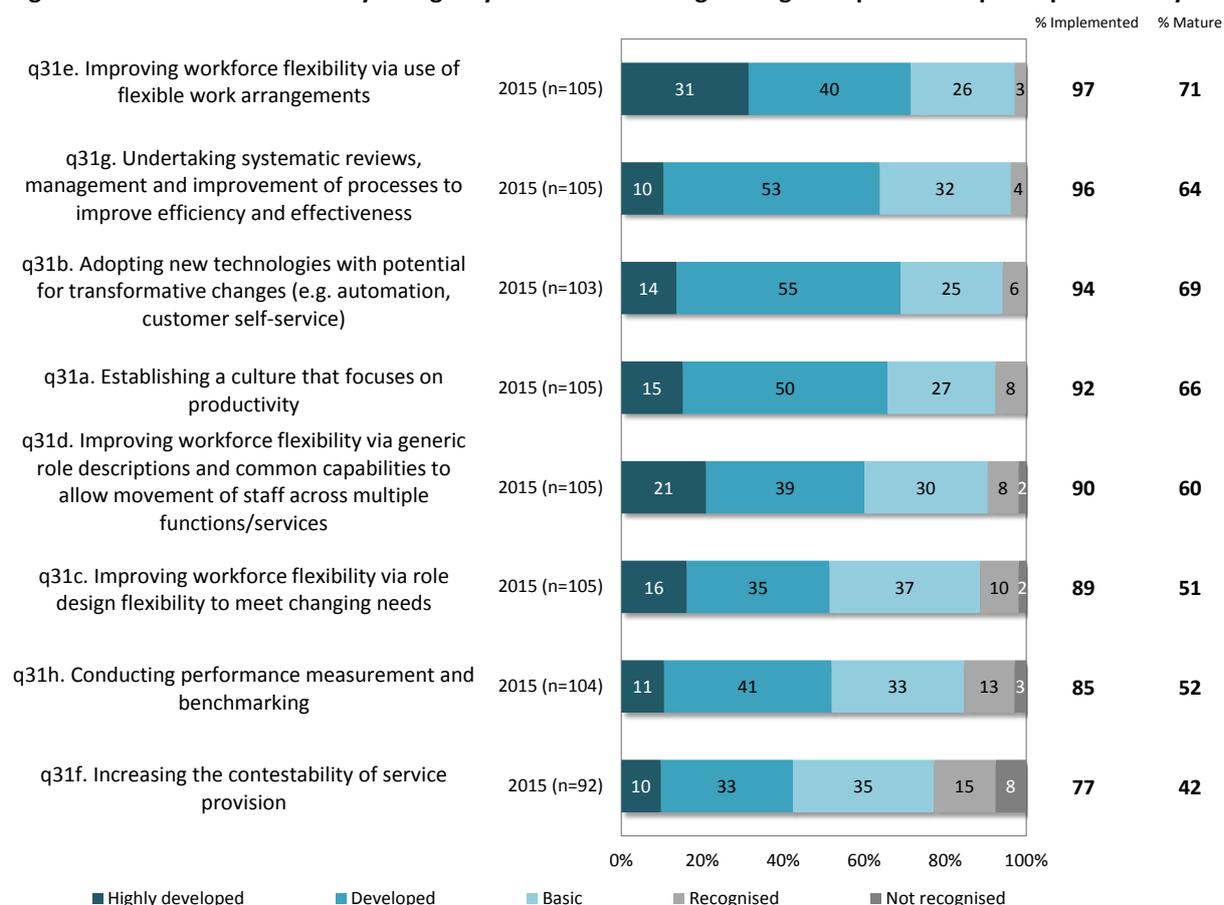
In general terms, public sector productivity involves finding opportunities to simplify business processes to reduce transaction costs; to exploit economies of scale; to exploit economies of scope through policy synergies and organisational design and culture that promote collaboration; and to capitalise on or develop hubs of expertise.⁸

The majority of the sector (92%) indicated that it has established a culture that focuses on productivity. The sector also recorded high and mature implementation of a range of other strategies to improve productivity. For example, 97% of the sector utilised flexible work arrangements (with 31% highly developed); and 96% undertook systematic reviews and improvement of processes (see Figure 26).

However, some productivity strategies were relatively less mature, particularly in relation to increasing the contestability of service provision (77% implemented, but 42% mature).

As contestable service provision can lead to reduced cost, improved quality and increased customer value, this is another area with scope for sector-wide improvement – in addition to those concrete aspects of innovation mentioned above, and levels of collaboration with other entities.

Figure 26: To what extent does your agency have the following strategies in place to improve productivity?



⁸ Source: Australian Public Service Commission State of the Service Report, 2013-14.

Appendix A: Survey methodology

Survey methodology

The 2015 Agency Survey was conducted online between 4 June and 30 June 2015. A single response was required from each agency. Agencies were recommended to appoint a survey coordinator responsible for submission of the response. Upon completion of the survey, agencies were required to seek endorsement from the agency head prior to submitting their responses as final.

The survey instrument was developed in close consultation with the PSC. All questions in the survey were compulsory, with the exception of question 13 (applicable only to those with an implemented talent management strategy), and questions 27-29 (applicable to departments and separate agencies only).

As in 2014, a maturity rating scale was adopted for the majority of questions as a way to assess the maturity of workforce management practices in agencies over time (see scale on page 35). Agencies were asked to rate the extent to which various practices were implemented within their organisation, including the maturity of implementation. Although this is a subjective measure, and self-report bias may be present through the use of this approach, it is the relative difference between the 2014 and 2015 results that should be emphasised as evidence of improvements at a sector-wide level.

Sample design and response rates

Participation of the majority of agencies was mandatory. All agencies for whom the survey was compulsory participated. Of the state-owned corporations and independent bodies, for whom participation was voluntary, 7 (out of 17) responded bringing the total number of agencies participating in the survey to 105. All survey responses were endorsed by the responsible agency head prior to submission. A summary profile and a complete list of participating agencies are provided in Table 1 (overleaf).

Most agencies are grouped within their cluster, except for separate agencies as designated under Schedule 1 of the *Government Sector Employment Act 2013*, State-owned corporations and independent bodies. A cluster is an administrative arrangement that enables departments and agencies to coordinate related services. The cluster structure in this report reflects the administrative arrangements under Schedule 1 of the *Government Sector Employment Act 2013* as at 30 June 2015 (that is, prior to the machinery of Government changes under the *Administrative Arrangements (Administrative Changes—Public Service Agencies) Order (No.2) 2015* which commenced on 1 July 2015).

Table 1: Responding Agencies

Cluster / Agency*	Size
Education and Communities	
Department of Education and Communities	Very Large (>10,000)
Aboriginal Affairs	Very Small (<100)
Multicultural NSW	Medium (500-4,999)
TAFE NSW	Very Large (>10,000)
Family and Community Services	
Department of Family and Community Services	Very Large (>10,000)
Home Care Service	Medium (500-4,999)
Health	
Ministry of Health	Medium (500-4,999)
Agency for Clinical Innovation	Small (100-499)
Ambulance Service of NSW	Medium (500-4,999)
Bureau of Health Information	Very Small (<100)
Cancer Institute NSW	Small (100-499)
Central Coast Local Health District	Large (5,000 -10,000)
Clinical Excellence Commission	Very Small (<100)
Far West Local Health District	Medium (500-4,999)
Health Education and Training Institute	Small (100-499)
Health Infrastructure NSW	Very Small (<100)
Health Professional Councils Authority	Very Small (<100)
HealthShare NSW	Large (5,000 -10,000)
Hunter New England Local Health District	Very Large (>10,000)
Illawarra Shoalhaven Local Health District	Large (5,000 -10,000)
Justice Health and Forensic Mental Health Network	Medium (500-4,999)
Mental Health Commission	Very Small (<100)
Mid North Coast Local Health District	Medium (500-4,999)
Murrumbidgee Local Health District	Medium (500-4,999)
Nepean Blue Mountains Local Health District	Medium (500-4,999)
Northern NSW Local Health District	Large (5,000 -10,000)
Northern Sydney Local Health District	Very Large (>10,000)
NSW Health Pathology	Medium (500-4,999)
NSW Kids and Families	Very Small (<100)
South Eastern Sydney Local Health District	Very Large (>10,000)
South Western Sydney Local Health District	Very Large (>10,000)
Southern NSW Local Health District	Medium (500-4,999)
Sydney Children's Hospitals Network	Large (5,000 -10,000)
Sydney Local Health District	Very Large (>10,000)
Western NSW Local Health District	Large (5,000 -10,000)
Western Sydney Local Health District	Very Large (>10,000)
Justice	
Department of Justice	Very Large (>10,000)
Corrective Services (Division of Department of Justice)	Not available
Crown Solicitor's Office	Small (100-499)
Fire and Rescue NSW	Large (5,000 -10,000)
Juvenile Justice (Division of Department of Justice)	Not available
Ministry for Police and Emergency Services	Very Small (<100)
NSW Police Force	Very Large (>10,000)
NSW Rural Fire Service	Medium (500-4,999)
NSW State Emergency Service	Small (100-499)
Planning and Environment	
Department of Planning and Environment	Medium (500-4,999)
Botanic Gardens and Centennial Parklands	Small (100-499)
Central Coast Regional Development Corporation	Very Small (<100)
Hunter Development Corporation	Very Small (<100)
Jenolan Caves	Very Small (<100)
Lord Howe Island Board	Very Small (<100)
Office of Environment and Heritage	Medium (500-4,999)
Office of Local Government	Very Small (<100)
Sydney Harbour Foreshore Authority	Small (100-499)

Cluster / Agency*	Size
Sydney Living Museums	Small (100-499)
Taronga Conservation Society Australia	Medium (500-4,999)
UrbanGrowth NSW	Small (100-499)
Western Sydney Parklands and Parramatta Park Trust	Very Small (<100)
Premier and Cabinet	
Department of Premier and Cabinet	Small (100-499)
Barangaroo Delivery Authority	Very Small (<100)
Infrastructure NSW	Very Small (<100)
Natural Resources Commission	Very Small (<100)
NSW Institute of Sport	Very Small (<100)
Office of Sport	Medium (500-4,999)
Parliamentary Counsel's Office	Very Small (<100)
Sydney Cricket and Sports Ground Trust	Small (100-499)
Trade and Investment	
Department of Trade and Investment, Regional Infrastructure and Services	Medium (500-4,999)
Art Gallery of NSW	Small (100-499)
Australian Museum	Small (100-499)
Destination NSW	Small (100-499)
Independent Liquor and Gaming Authority	Very Small (<100)
Library Council of NSW	Small (100-499)
Local Land Services	Medium (500-4,999)
Museum of Applied Arts and Sciences	Small (100-499)
Office of Small Business Commissioner	Very Small (<100)
Sydney Opera House	Medium (500-4,999)
Transport	
Transport for NSW	Medium (500-4,999)
NSW Trains	Medium (500-4,999)
Roads and Maritime Services	Large (5,000 -10,000)
State Transit Authority	Medium (500-4,999)
Sydney Trains	Very Large (>10,000)
Treasury and Finance	
NSW Treasury	Small (100-499)
Office of Finance and Services	Large (5,000 -10,000)
Service NSW	Medium (500-4,999)
Separate Agencies	
Board of Studies, Teaching and Educational Standards	Small (100-499)
Environment Protection Authority	Small (100-499)
Health Care Complaints Commission	Very Small (<100)
Independent Pricing and Regulatory Tribunal	Small (100-499)
Independent Transport Safety Regulator	Very Small (<100)
Information and Privacy Commission	Very Small (<100)
Legal Aid Commission of NSW	Medium (500-4,999)
NSW Crime Commission	Small (100-499)
NSW Electoral Commission	Very Small (<100)
Office of the Children's Guardian	Small (100-499)
Office of the Director of Public Prosecutions	Medium (500-4,999)
Ombudsman's Office	Small (100-499)
Police Integrity Commission	Very Small (<100)
Public Service Commission	Small (100-499)
State Owned Corporations and Independent Bodies**	
Audit Office	Small (100-499)
Office of Transport Safety Investigations	Very Small (<100)
Parliament	Small (100-499)
Essential Energy	Medium (500-4,999)
Forestry Corporation of NSW	Medium (500-4,999)
Sydney Water Corporation	Medium (500-4,999)
Water NSW	Medium (500-4,999)
Total: 105 agencies	

*Departments are noted in bold.

**Survey participation was voluntary for these Agencies.

Presentation of results

The focus of this report is to give a sector-wide perspective on the main findings from the 2015 Agency Survey. Comparisons with 2014 results are included where relevant, as is analysis by cluster and agency size.

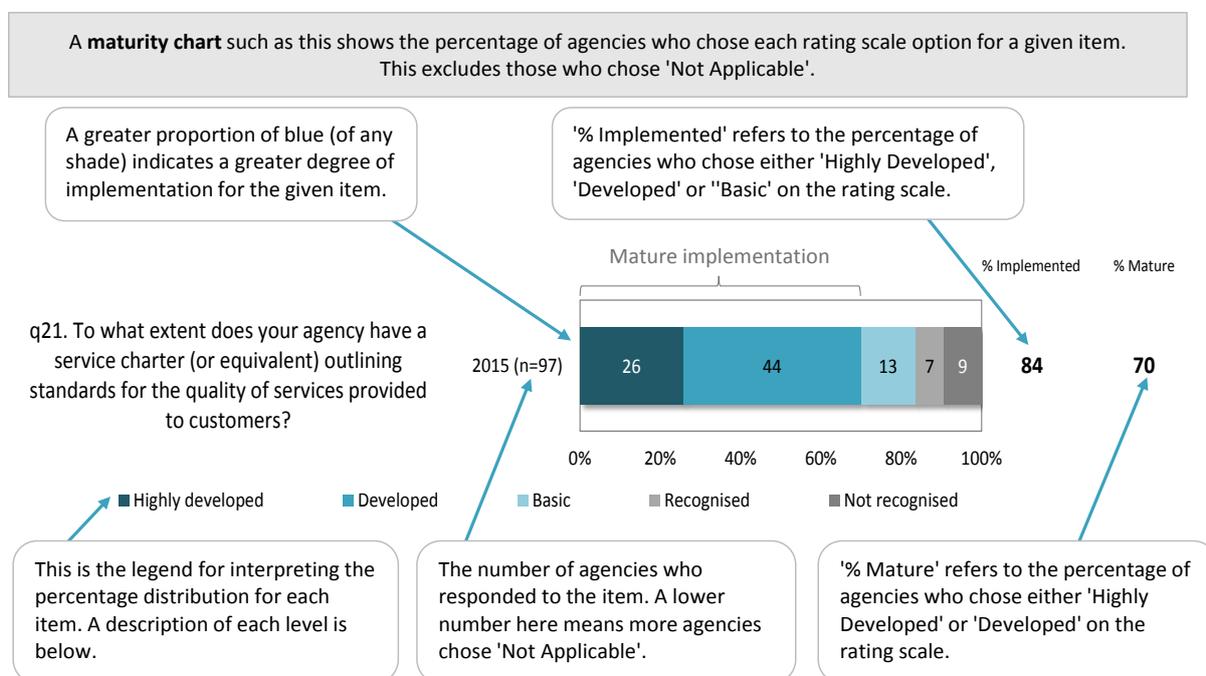
Percentages in this report are based on the total number of valid responses made to the particular question being reported on ('sector level' results). In most cases, results reflect those agencies who expressed a view and for whom the questions were applicable. 'Not applicable' responses have generally been excluded from percentage calculations (see the description of the question base and the n= in each Figure for information on which agencies and how many are included in the results).

To ensure the figures are as accurate as possible the report applies rounding to the figures at the last stage of calculation and are rounded to the nearest percentage point. Sometimes this will mean that the figures shown may not be identical if calculations are performed using the figures displayed in the report, however any difference would not be larger than ± 1 percentage point. Percentage results throughout the report may not add up to 100% (particularly when displayed in chart form) due to the rounding protocol or where respondents were able to select more than one response.

Figures in this report may differ by ± 1 percentage point to those in the State of the NSW Public Sector Report 2015 – *To the next level* due to the different approaches to rounding taken in the respective reports.

Results are reported as being above or below the 2014 results where there is at least a 10 percentage point difference in the results. A workforce management practice that has been described as 'implemented' reflects the combined 'developed', 'highly developed' and 'basic' result for that question. Mature implementation ('developed' and 'highly developed' only) also been noted where this aids in the understanding of the results.

How to read the charts



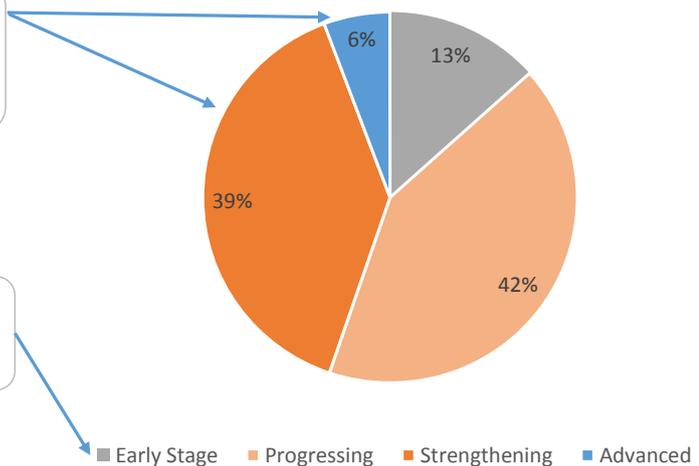
Maturity rating scale

Not implemented	Not applicable	Not applicable to your agency, or full responsibility rests with another group outside your agency (such as the department) – Not applicable responses have been excluded from percentage calculations
	Not recognised	Not in place, the need is not recognised, no implementation has occurred
	Recognised	Not yet in place, although the need is recognised, with implementation either planned or commenced
Implemented	Basic	Implemented to a basic extent, used irregularly or only in a few relevant parts of your agency, loosely integrated with other practices, infrequently monitored or reviewed, and/or the overall benefit is small
	Developed	Implemented well, used regularly or in most relevant parts of your agency, partially integrated with other workforce practices, regularly monitored or reviewed, and/or the overall benefit is moderate
	Highly developed	Implemented to a high standard, used frequently or across all relevant parts of your agency, well integrated with other workforce practices, frequently monitored or reviewed, and/or the overall benefit is substantial

A **pie chart** such as this shows the percentage of agencies who fall into each of the four development levels. Each agency was assigned to one of the four levels depending on their responses to a certain set of items.

A greater proportion of blue and dark orange indicates a greater degree of development: i.e. that more agencies have mature implementation of practices in place.

This is the legend for interpreting the percentage distribution for each of the four levels. A description of each level is provided below.



Performance rating scale

Early Stage	Less than 20% of responses given were either 'Highly Developed' or 'Developed' on the 5 point maturity rating scale
Progressing	Between 20% and 49% responses given were either 'Highly Developed' or 'Developed' on the 5 point maturity rating scale
Strengthening	Between 50% and 79% responses given were either 'Highly Developed' or 'Developed' on the 5 point maturity rating scale
Advanced	Greater than 80% of responses given were either 'Highly Developed' or 'Developed' on the 5 point maturity rating scale

Question composition of the key areas of workforce management

PLANNING	
Workforce Planning	
Q1a.	To what extent does your agency have a documented strategic workforce plan that aligns the organisation's workforce capability requirements (level and numbers) to its business objectives for the next 3+ years?
Q1b.	To what extent does your agency utilise operational workforce planning to define workforce requirements for the next 12-18 months?
Q2.	To what extent does your agency:
Q2a.	Identify the number and capability of employees you currently need
Q2b.	Identify the number and capability of employees you will need 5+ years into the future
Q2c.	Identify the likely supply of employees with required capabilities from within your agency
Q2d.	Identify the likely supply of employees with required capabilities from outside your agency
Q3.	To what extent does your agency:
Q3a.	Plan for the configuration of capabilities and roles needed to deliver on business objectives
Q3b.	Identify the most critical roles for the sustainable delivery of your agency's objectives
Q3c.	Plan the mix of different employment types (e.g. temporary, permanent, contingent labour)
Q3d.	Use tailored recruitment and selection strategies to fill critical gaps
Q3e.	Use learning and development strategies to develop capability in critical roles
Q3f.	Use your performance management system to develop capability in critical roles
Q3g.	Address succession planning for future leadership roles in your agency
Q4.	To what extent does your agency engage in the following levels of analysis of workforce data?
Q4a.	Reporting: collecting and reporting raw data
Q4b.	Analysing: combining and integrating raw data into higher level indicators
Q4c.	Linking: using a full range of available data (beyond HR data) and linking to organisational outcomes
Q4d.	Testing: developing and testing hypotheses or using data in an effort to identify root causes of outcomes
Q4e.	Forecasting: using modelling, trends and relationships between different pieces of data to predict future outcomes
Q4f.	Benchmarking: comparing your agency's data with other organisations
Talent Management	
Q12.	To what extent does your agency have a documented talent management strategy for identifying, developing and retaining high performing or high potential employees?
Mobility	
Q5.	To what extent does your agency have a documented policy for workforce mobility?
Q6.	To what extent does your agency have an active program to promote mobility at the following levels:
Q6a.	Agency
Q6b.	Cluster
Q6c.	Sector
Employee Capability	
Q8.	To what extent are the following recruitment practices in place in your agency?
Q8a.	Reassigning non-executive employees with the required capabilities to critical roles
Q8b.	Reassigning executive employees with the required capabilities to critical roles
Q8c.	Using temporary assignments for non-executive employees to meet short term organisational needs or as development opportunities
Q8d.	Using temporary assignments for executive employees to meet short term organisational needs or as development opportunities
Q9.	To what extent are the following learning and development strategies/initiatives in place in your agency?
Q9a.	Investment in learning and development is systematically prioritised against recognised skills gaps and deficiencies
Q9b.	Learning and development strategies are formally linked to and reflect the agency's business plans
Q9c.	Learning and development programs are formally evaluated
Q9d.	Learning and development programs are directly linked to the agency's performance management system
Q9e.	Learning and development programs are procured centrally
Q11.	Did your agency implement any initiative specifically designed to improve employee engagement in 2014-15?
ENGAGING	
Organisational Culture	
Q15.	To what extent has your agency used the 2014 PMES People Matter Employee Survey (PMES) results to develop plans and drive improvements in your agency?
Q17.	To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above at Question16?
Q17a.	Included in documented agency objectives and management policies
Q17b.	Regular communication of the values by senior managers
Q17c.	Regular communication of the values by supervisors and managers
Q17d.	Delivered specific training or information sessions on the values
Q17e.	Incorporated the values and their application in orientation/induction and training programs

Q17f.	Incorporated the values in your performance management systems/KPIs for supervisors and managers
Q17g.	Incorporated the values in your performance management systems/KPIs for executive employees
Q17h.	Implemented recognition programs that support behaviours in line with the values
Q17i.	Assessed employee perceptions of whether your practices are aligned with your values
Q17j.	Assessed customer perceptions of whether your practices are aligned with your values
Change Management	
Q19.	Regarding the management of major workplace change initiatives in your agency, to what extent does your agency typically use the following approaches to manage and achieve change?
Q19a.	Project plans with goals, accountabilities, and timelines
Q19b.	Multidisciplinary committees with defined roles and responsibilities
Q19c.	Documentation of the link between the change management plans and agency objectives
Q19d.	Detailed communication plans for informing and consulting with all stakeholder groups
Q19e.	Monthly communication from senior managers on change objectives and progress
Q19f.	Face-to-face communication between senior managers and most employees
Q19g.	Project management software, processes and meetings to monitor progress and manage risks
Q19h.	Tailored communications for employees affected by the change to support change initiatives
Q19i.	Training programs for employees affected by the change to support change initiatives
Q19j.	Managers are assessed on their success in managing change
Q19k.	Formal mechanisms to assess the success of the implementation of the change at the 'local' level (specific affected area)
Q19l.	Local managers are accountable for ensuring change occurs across the whole agency
ENABLING	
Diversity and Inclusion	
Q23.	To what extent does your agency have the following workforce diversity practices in place?
Q23a.	An approach to diversity that expands beyond the traditional Equal Employment Opportunity dimensions and also includes reference to other dimensions of diversity such as talent, age, education and work experiences
Q23b.	Diversity is incorporated into your agency's workforce plan
Q23c.	Inclusion is built into work design, workforce strategy and system-level decision making
Q23d.	Regular reporting of diversity related performance indicators
Q23e.	Explicit targets for desired levels of diversity
Q23f.	Diversity awareness training to enhance diversity and inclusion in the workplace
Q23g.	Mentoring and coaching for minority or disadvantaged groups
Q23h.	Employee programs for promoting diversity (e.g. diversity councils, diversity champions, hotlines)
Q23i.	Explicit promotion of diversity as one way of achieving greater innovation and improving service quality
Q23j.	Flexible work practices that support diverse workforces
Q23k.	An approach to increase the number of employees who complete diversity documentation
Q24.	To what extent does your agency have processes and practices in place to:
Q24a.	Increase Aboriginal employment levels agency-wide
Q24b.	Increase Aboriginal employment levels across a wider range of jobs
Q24c.	Meet the new target of 1.8% Aboriginal staff at all salary bands
Q24d.	Include measurable targets relating to Aboriginal employment in workforce diversity plans
Q24e.	Embed Aboriginal Cultural Competency strategies in your workforce diversity plans
Q24f.	Retain Aboriginal employees
Q24g.	Increase investment in Aboriginal employee development
Q24h.	Improve understanding of Aboriginal culture amongst non-Aboriginal employees
Q25.	To what extent does your agency:
Q25a.	Develop specific attraction and retention strategies for persons with disability
Q25b.	Design role specifications and advertisements to include only those knowledge or capability requirements that are essential for satisfactory performance in the role
Q25c.	Design recruitment assessment methods to optimise the opportunities given to all applicants to demonstrate their merits against the job requirements
Q25d.	Ensure persons with disability have the same opportunities as other employees to develop their careers
DELIVERING	
Customer Service	
Q21.	To what extent does your agency have a service charter (or equivalent) outlining standards for the quality of services provided to customers?
Q22.	To what extent does your agency have the following strategies in place to optimise customer service?
Q22a.	Reference to delivering high levels of customer service is included in documented organisational objectives and management policies
Q22b.	Senior leaders frequently emphasise to employees the importance of serving customers well / customer service excellence
Q22c.	Business processes take into account the needs of the customer
Q22d.	Ability to achieve a high level of customer service is assessed when selecting employees for jobs in your agency
Q22e.	Recognition programs exist for employees achieving high levels of customer service
Q22f.	Customer service is a key performance indicator for frontline employees

Q22g.	Customer service is a key performance indicator for senior managers
Q22h.	Employees are trained on delivering a high level of customer service
Q22i.	A process exists for regularly (e.g. at least once a year) collecting customer feedback from all major customer groups (in addition to the Whole-of-Government Customer Satisfaction Measurement Survey)
Q22j.	A process exists for collection of objective business data that provides information on the customer experience
Q22k.	A process exists for acting on customer feedback data (including the Whole-of-Government survey data, as applicable)
Q22l.	Strategies exist specifically to improve complaints handling
Q22m.	A process exists for obtaining employees' ideas for ways to improve customer service
Q22n.	Your agency benchmarks its customer service against other organisations
Productivity	
Q31.	To what extent does your agency have the following strategies in place to improve productivity?
Q31a.	Establishing a culture that focuses on productivity (e.g. encouraging a culture of continuous improvement, identifying productivity focus areas and goals, assessing productivity potential over the next 2-5 years, and monitoring that local actions are linked to organisational objectives)
Q31b.	Adopting new technologies with potential for transformative changes (e.g. automation, customer self-service)
Q31c.	Improving workforce flexibility via role design flexibility to meet changing needs
Q31d.	Improving workforce flexibility via generic role descriptions and common capabilities to allow movement of staff across multiple functions/services
Q31e.	Improving workforce flexibility via use of flexible work arrangements
Q31f.	Increasing the contestability of service provision (introducing the possibility of more competition internally or externally; developing the ability to understand cost drivers and benchmark costs; developing the ability to realise benefits)
Q31g.	Undertaking systematic reviews, management and improvement of processes to improve efficiency and effectiveness
Q31h.	Conducting performance measurement and benchmarking (e.g. establishing evidence-based reviewing of work as part of the organisational culture; establishing performance measures that assist comparability, activity based costing, knowledge of cost and service drivers; aligning the data collection process to support productivity measurement)
Innovation	
Q32.	To what extent does your agency have the following innovation strategies in place?
Q32a.	Senior leaders provide clear authority and support for innovation in the workplace
Q32b.	The agency actively engages both internal and external stakeholders to come up with new or better ways to do things
Q32c.	There are systems in place to monitor and promote innovation
Q32d.	Resources are allocated specifically to take advantage of identified innovations
Collaboration	
Q33.	To what extent does your agency have guidelines in place or a culture of collaboration to identify and act on opportunities for cross-entity collaboration?

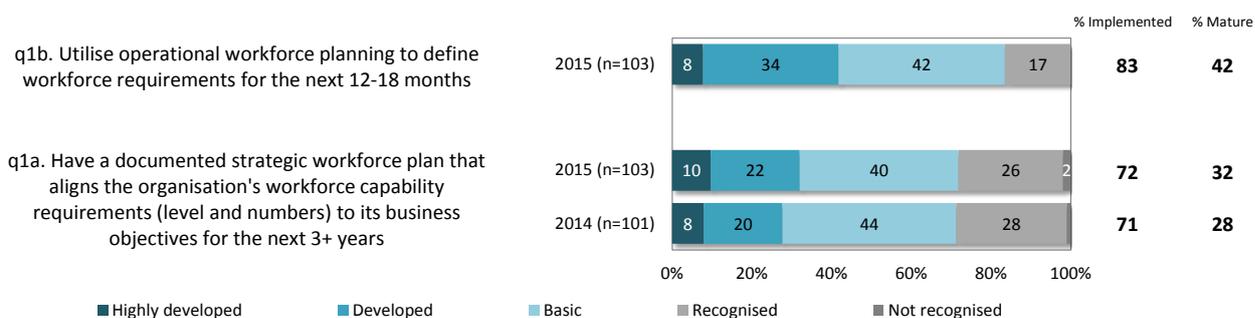
Appendix B: Full survey results

Workforce Planning

Workforce plan

Figure 1: To what extent does your agency...

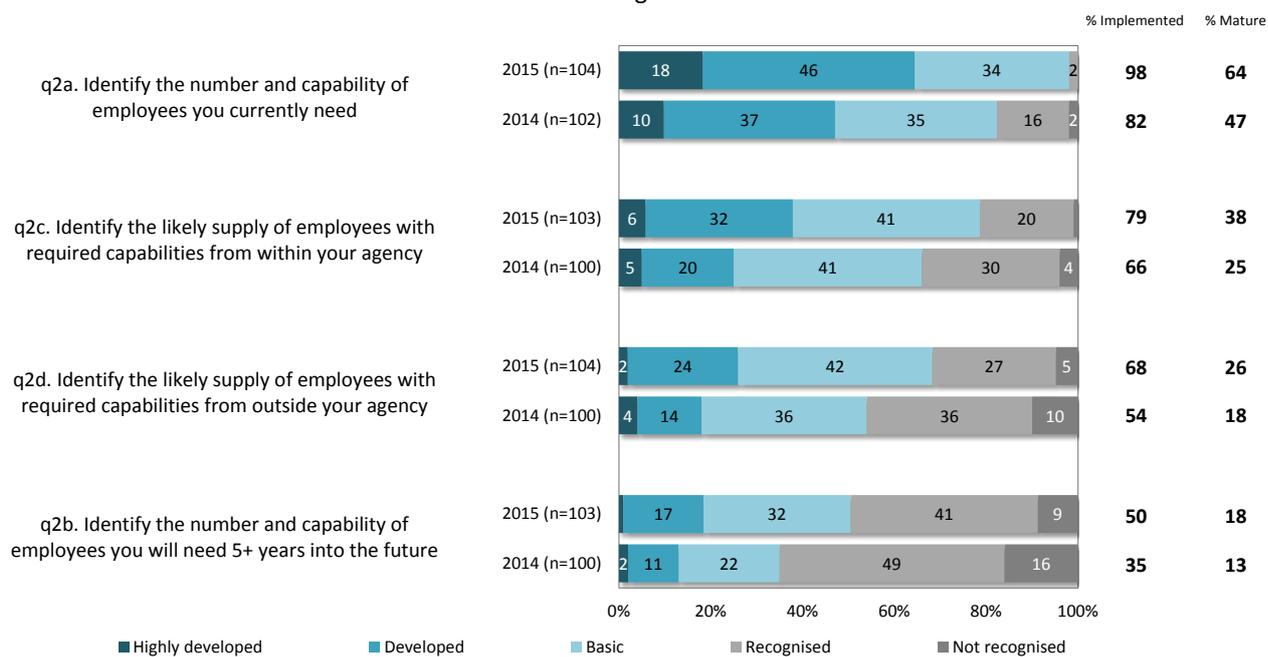
Base: All agencies



Workforce capability and supply

Figure 2: To what extent does your agency...

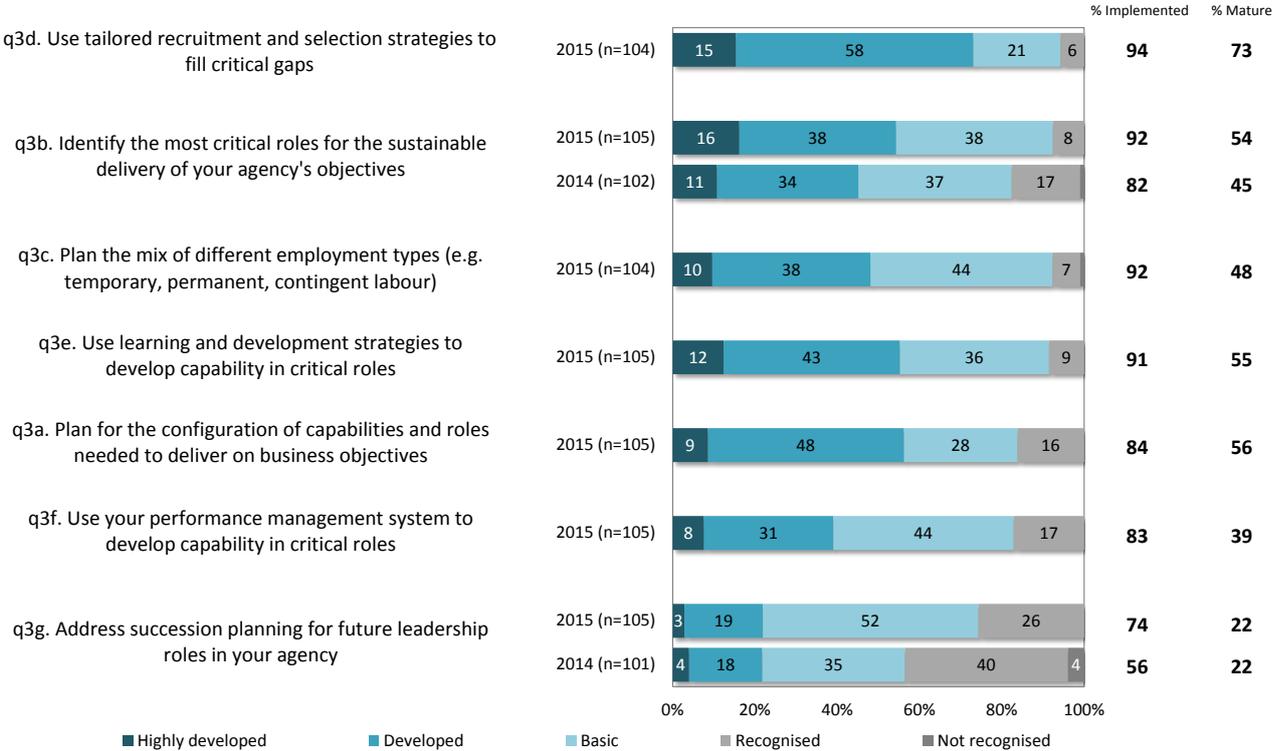
Base: All agencies



Complementary planning strategies

Figure 3: To what extent does your agency...

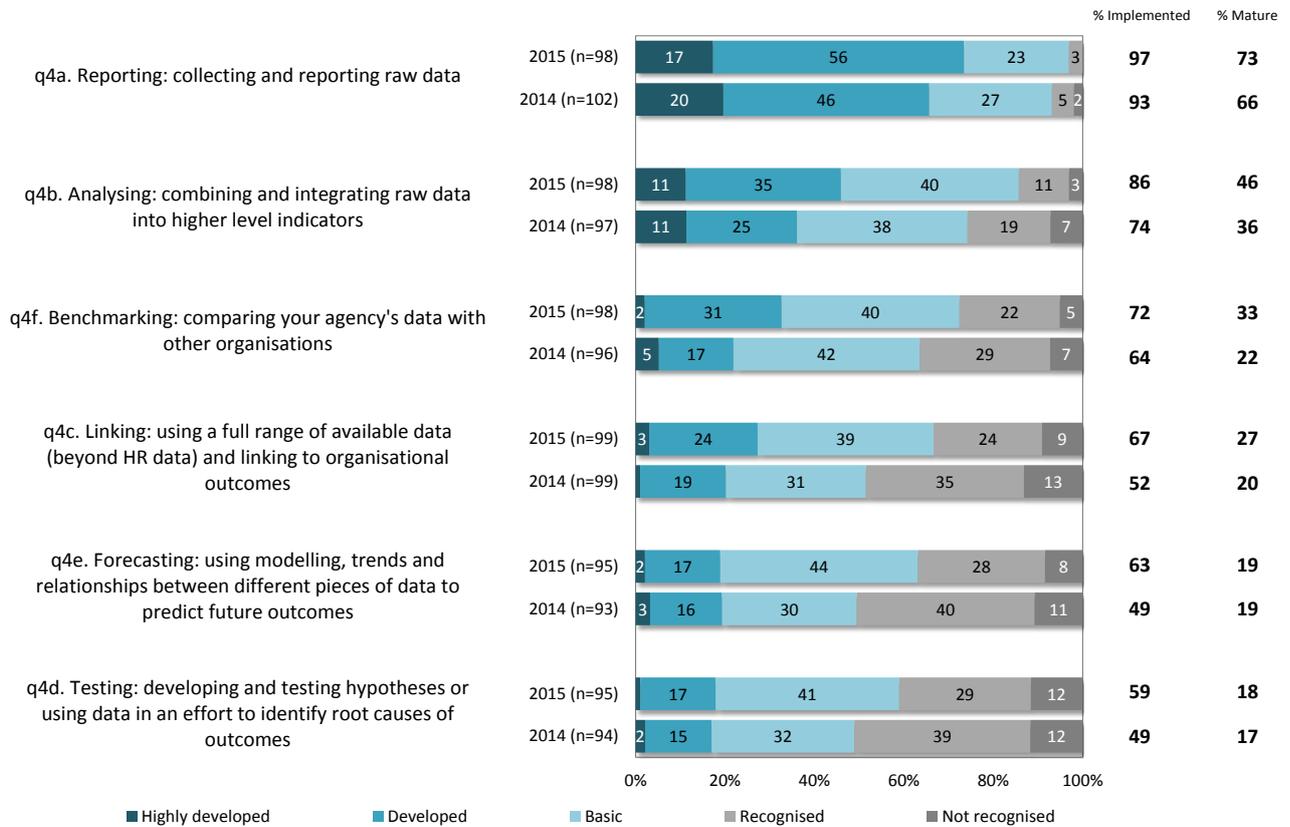
Base: All agencies



Workforce data analysis

Figure 4: To what extent does your agency engage in the following levels of analysis of workforce data?

Base: All agencies

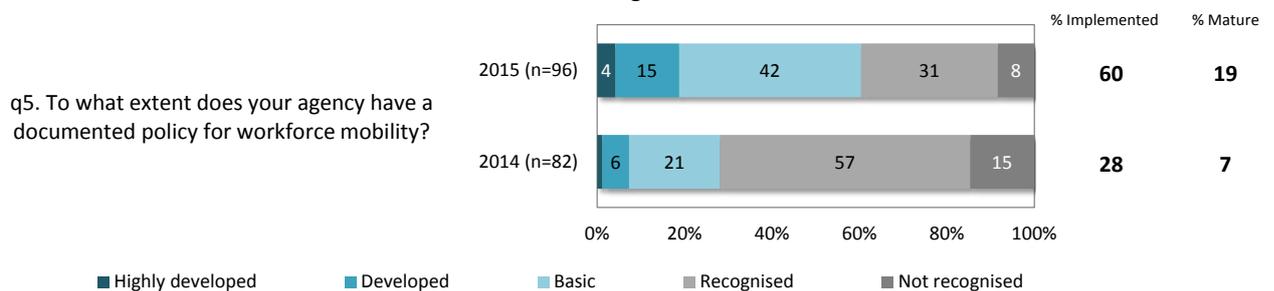


Mobility

Mobility policy

Figure 5: Maturity of workforce mobility policy

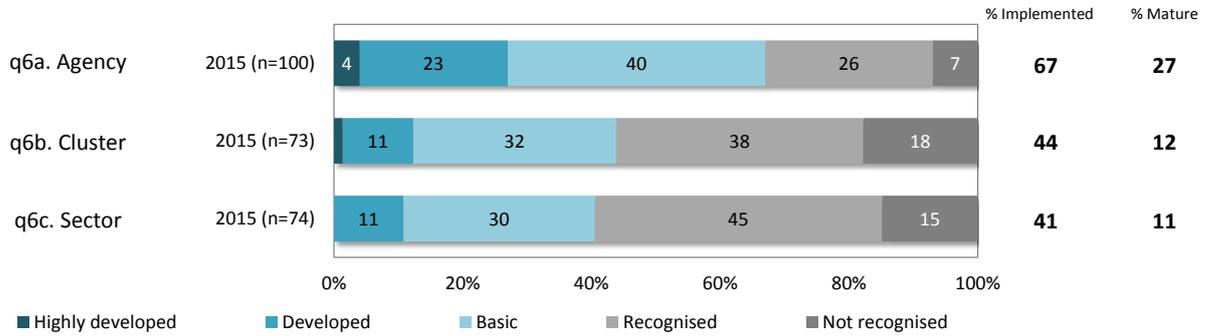
Base: All agencies



Promotion of mobility

Figure 6: To what extent does your agency have an active program to promote mobility at the following levels:

Base: All agencies

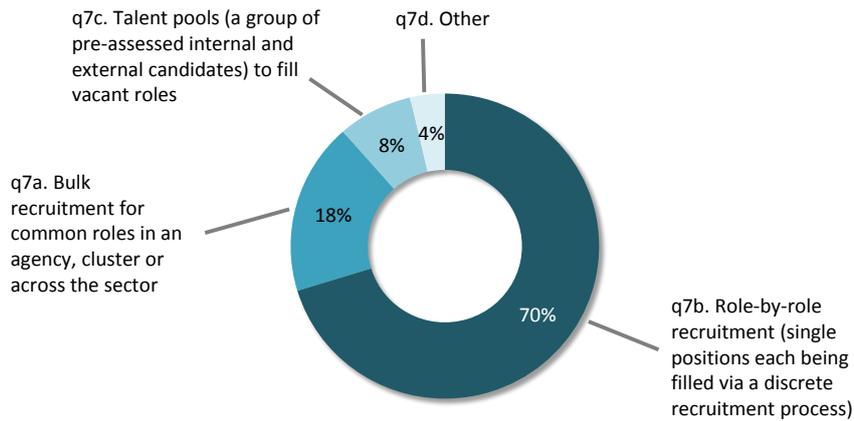


Employee Capability

Recruitment types

Figure 7: What proportion of all recruitment undertaken by your agency in the last 12 months was done using the following recruitment practices:

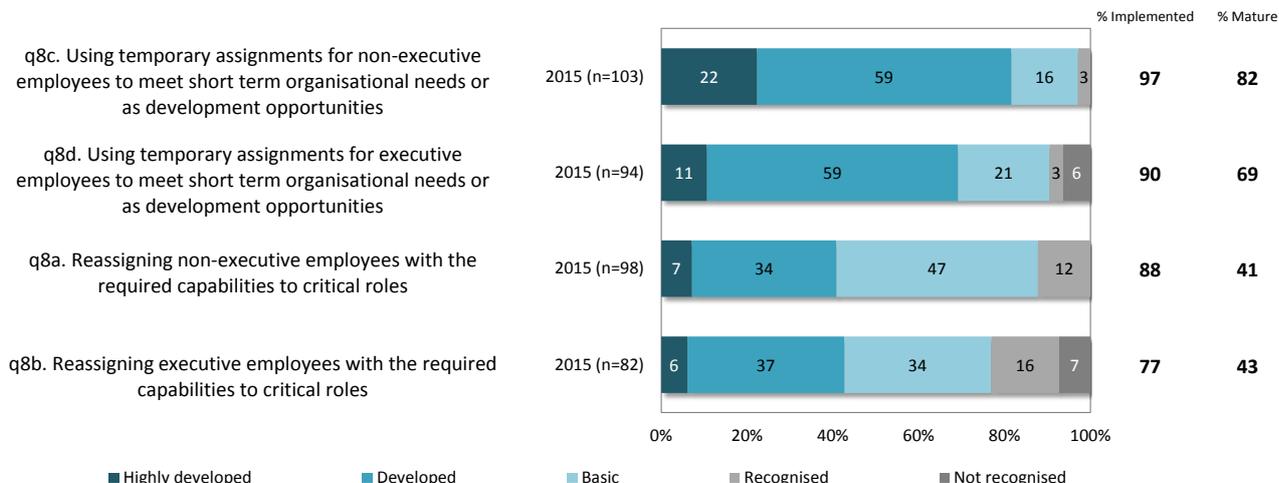
Base: All agencies (n=103)



Recruitment practices

Figure 8: To what extent are the following recruitment practices in place in your agency?

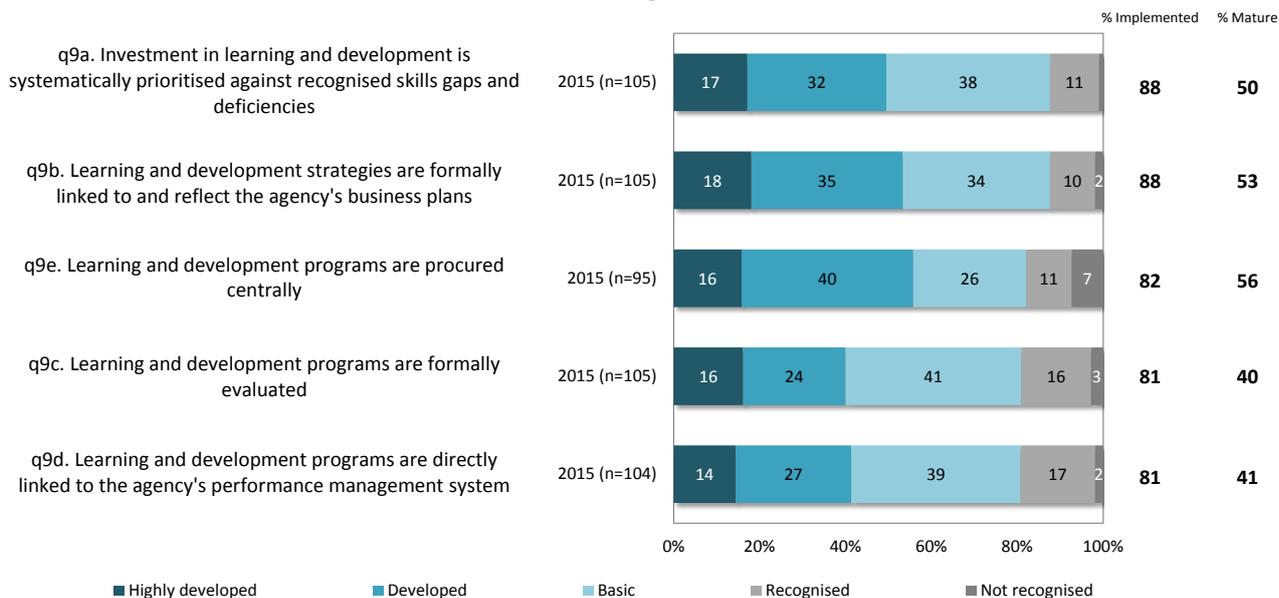
Base: All agencies



Learning and development

Figure 9: To what extent are the following learning and development strategies/ initiatives in place in your agency?

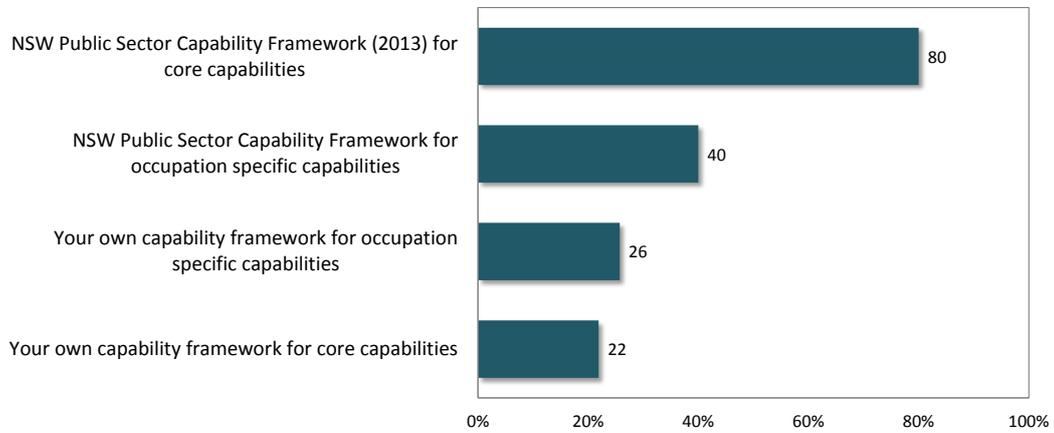
Base: All agencies



Capability frameworks

Figure 10: Which of the following capability frameworks does your agency use to develop role descriptions? (q10 – Multiple Response)

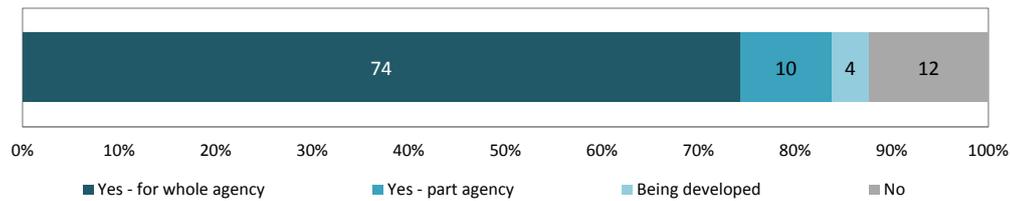
Base: All agencies (n=105)



Employee engagement

Figure 11: Did your agency implement any initiative specifically designed to improve employee engagement in 2014-15? (q11)

Base: All agencies (n=105)



Talent Management

Talent management strategy

Figure 12: Maturity of talent management strategy

Base: All agencies

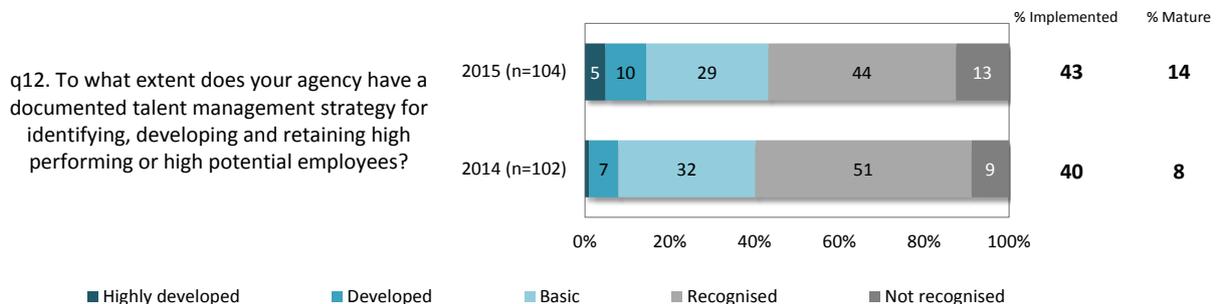
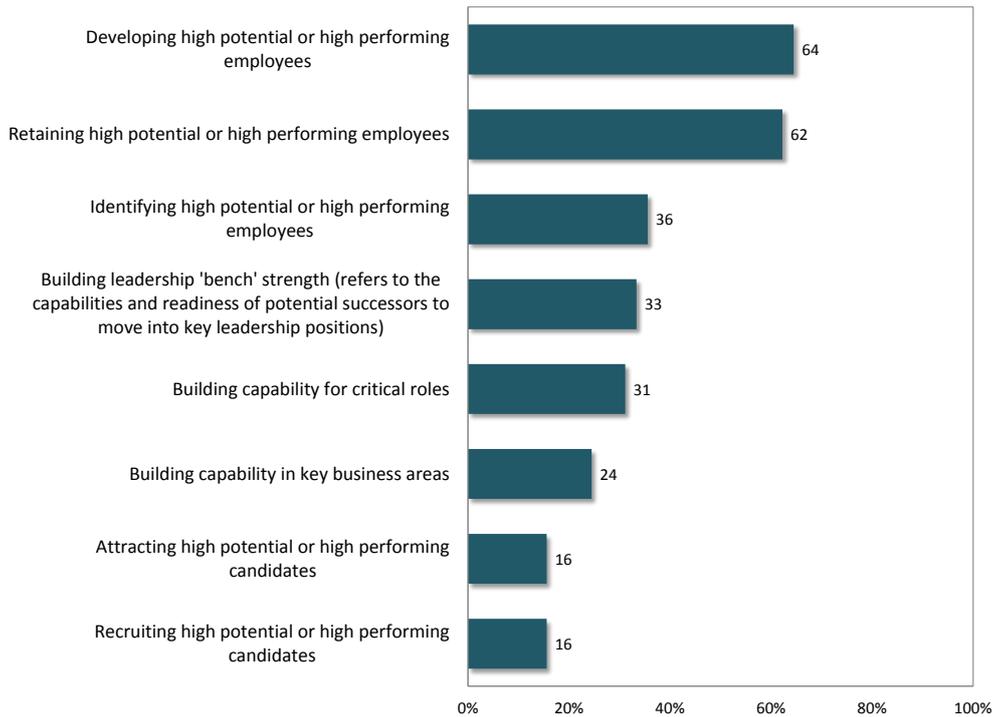


Figure 13: What is the main purpose of your talent management strategy (in terms of end goals)? (q13 – Multiple Response)

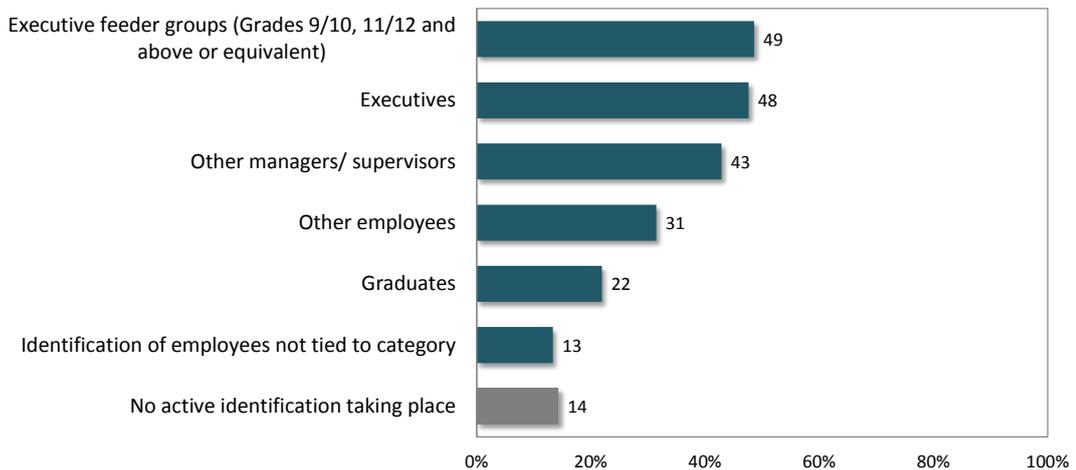
Base: Agencies with at least a basic talent management strategy in place (n=45)



Employee identification

Figure 14: For which of the following categories of employees does your agency actively identify high performing or high potential employees? (q14 – Multiple Response)

Base: All agencies (n=105)

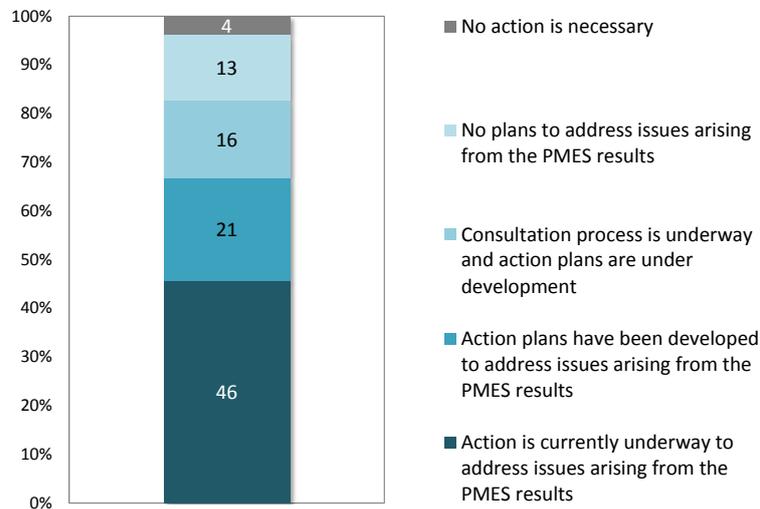


Organisational Culture

People Matter Employee Survey

Figure 15: To what extent has your agency used the 2014 People Matter Employee Survey (PMES) results to develop plans and drive improvements in your agency? (q15)

Base: All agencies (n=105)



Values

Figure 16: To which of the following set of values does your agency primarily align its workforce management practices? (q16)

Base: All agencies (n=105)

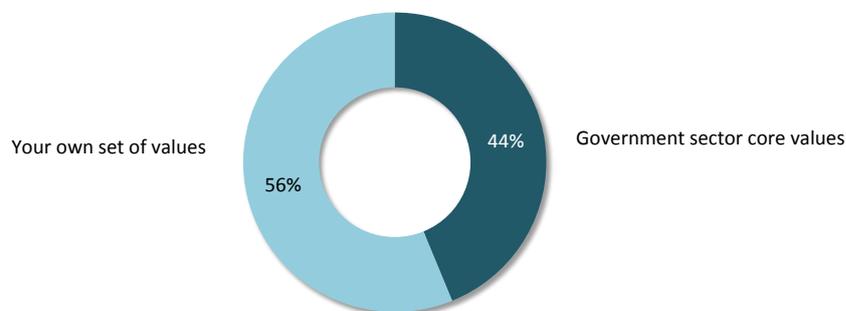


Figure 17: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above? (Total result – either value set)

Base: All agencies

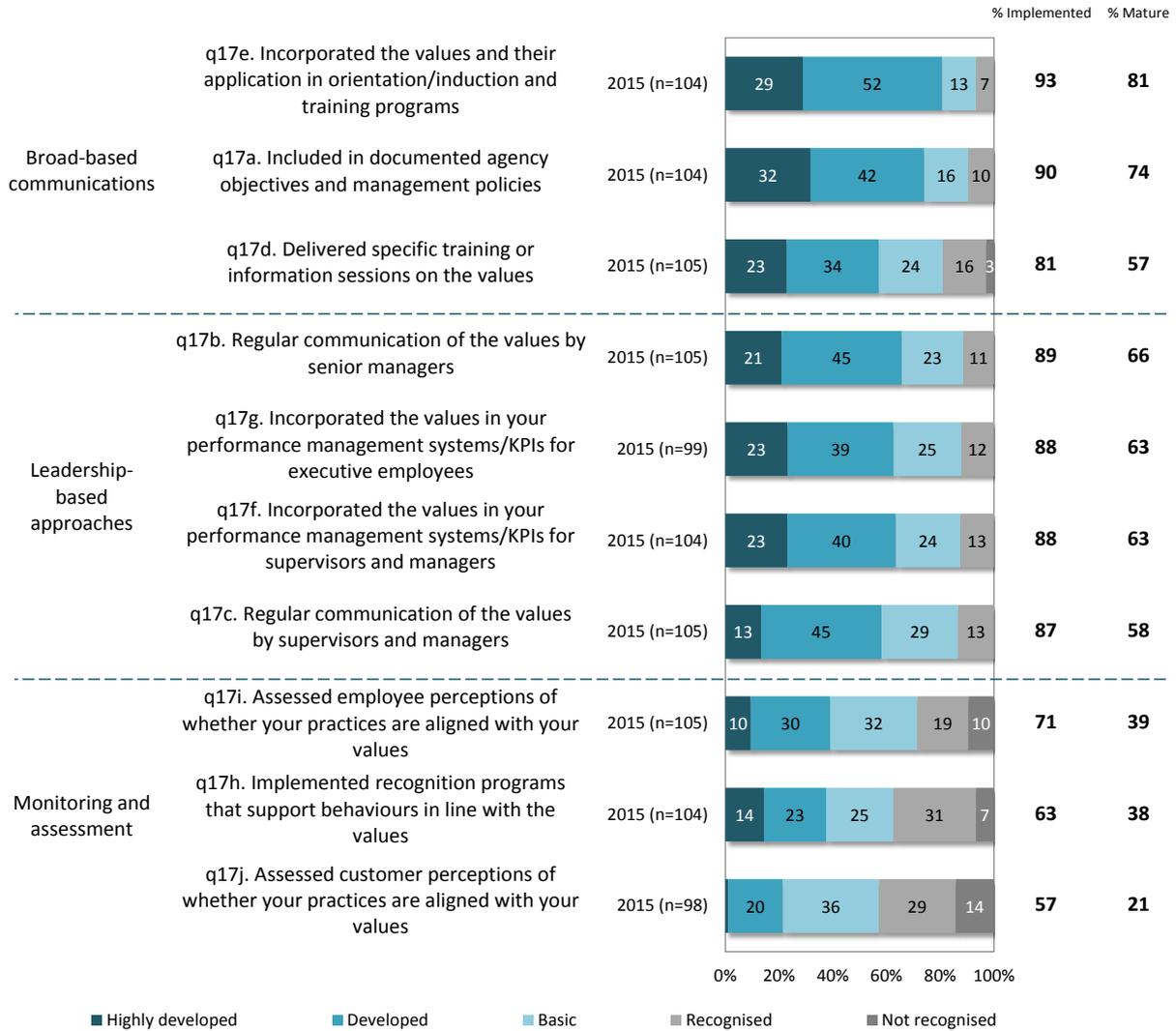
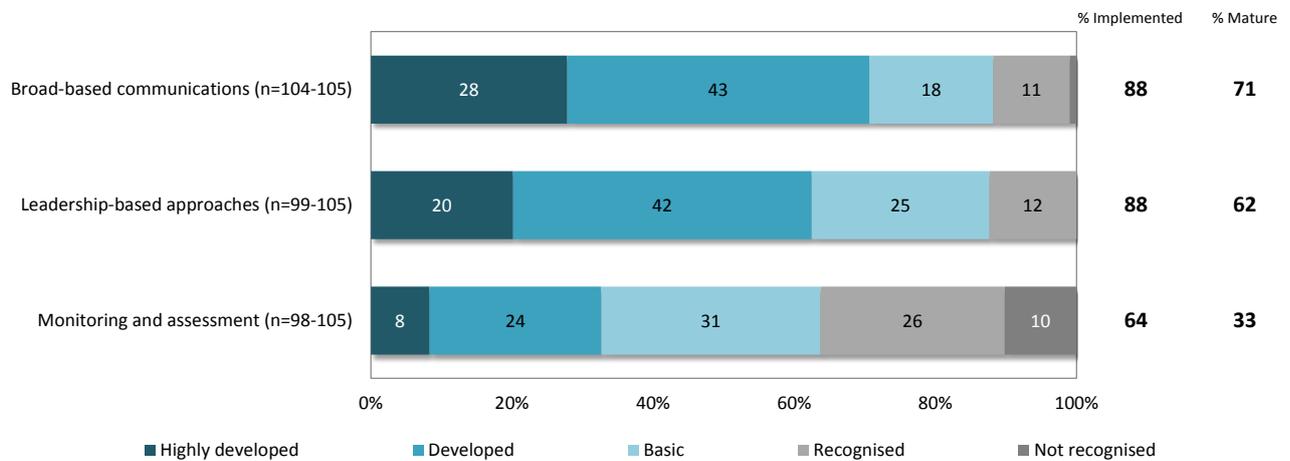


Figure 18: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above? (Grouped Total result – either value set)

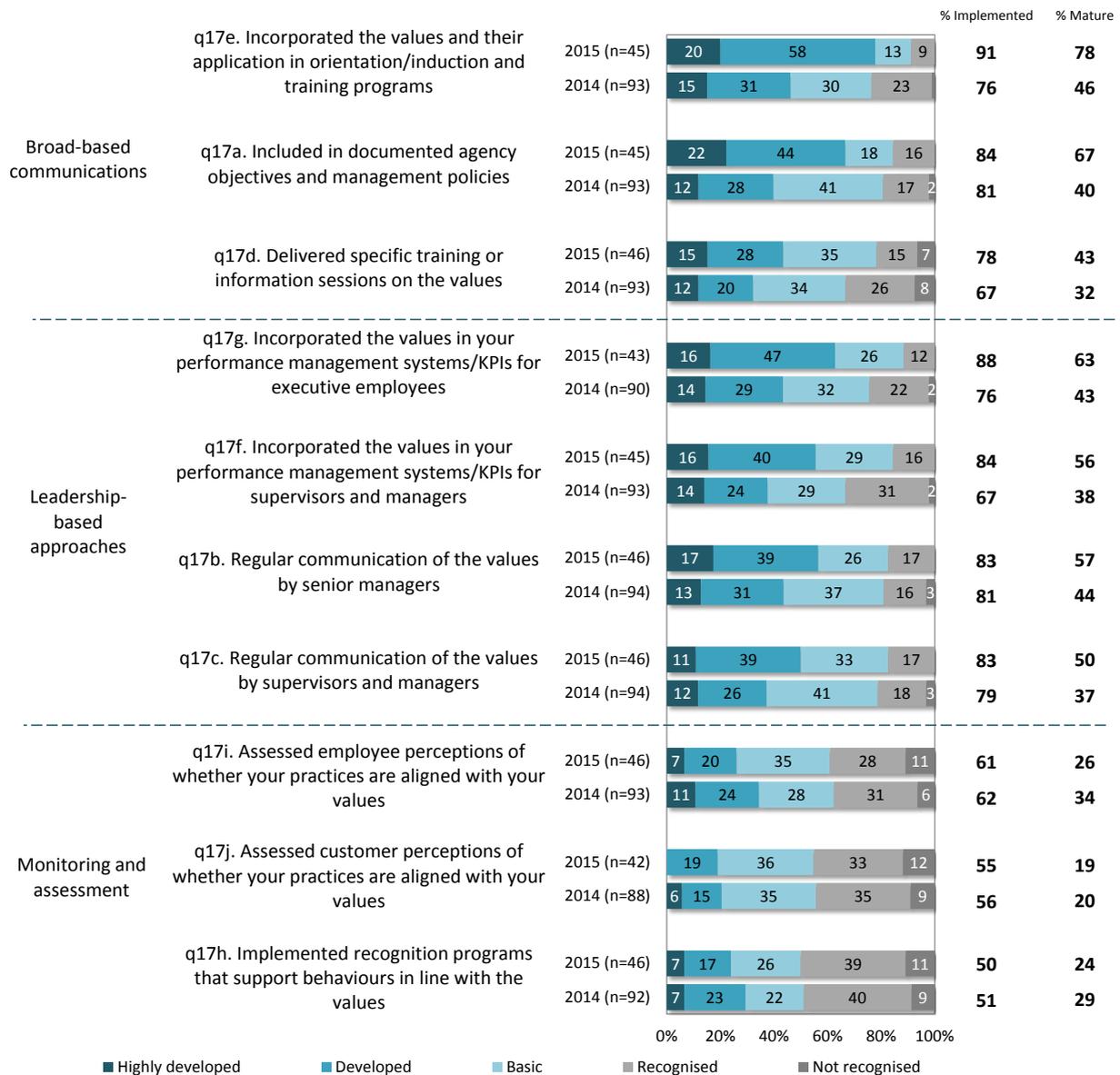
Base: All agencies



Approaches to encourage alignment with Government sector core values

Figure 19: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above? (Government sector core values only)

Base: All agencies



Extent of support for Agency's own versus Government sector values

Figure 20: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above?

Base: All agencies

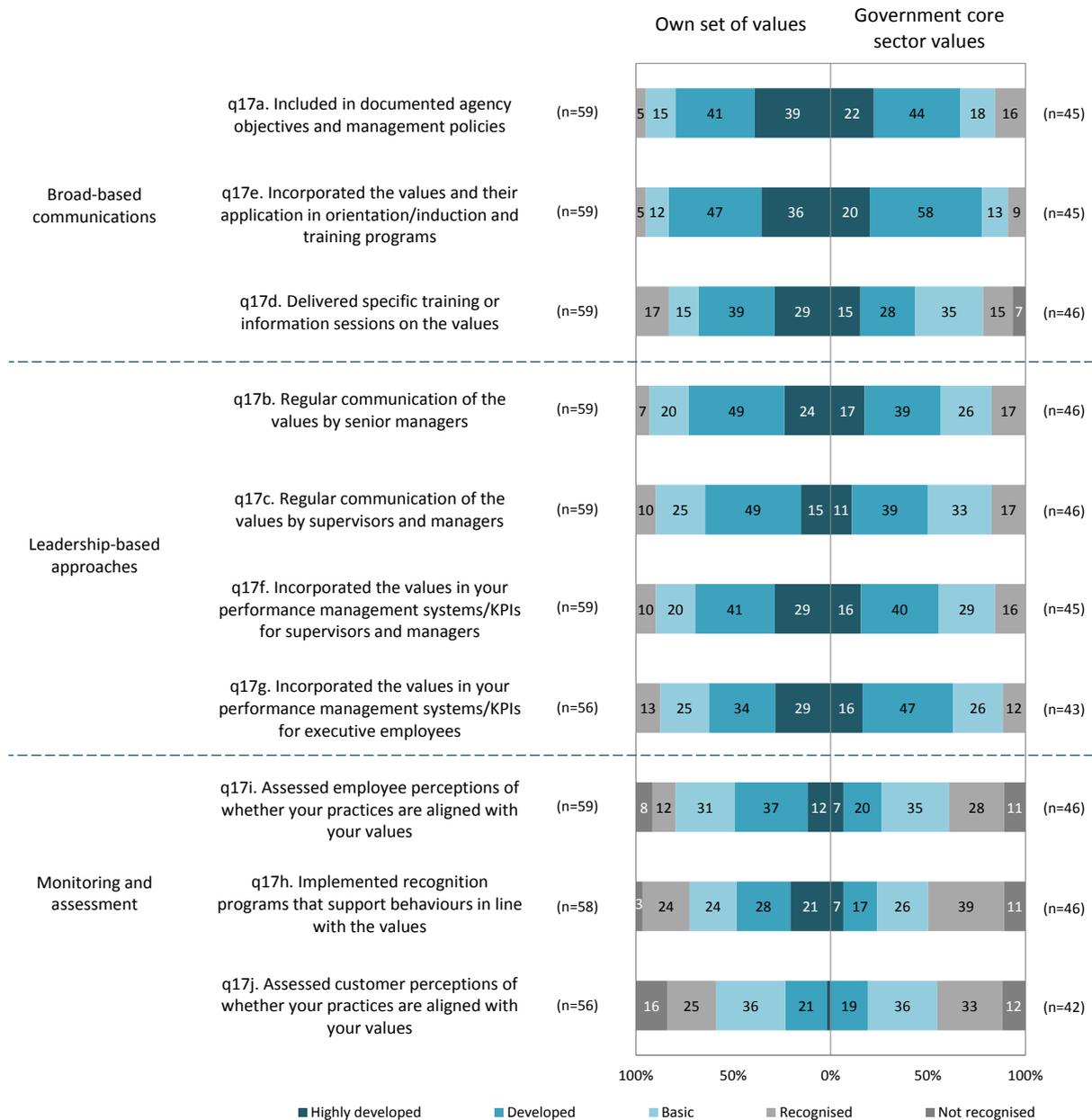
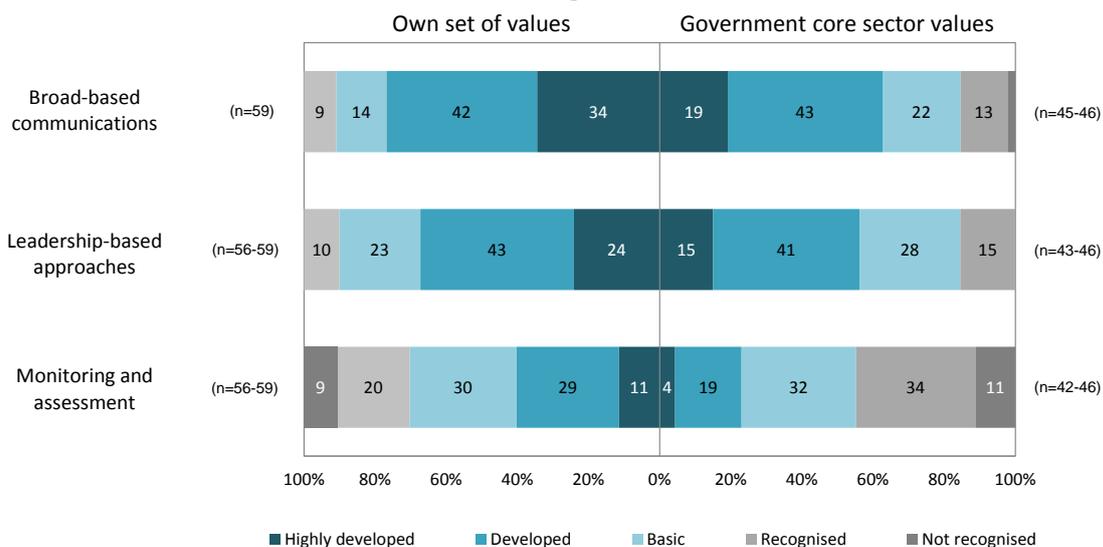


Figure 21: To what extent has your agency used the following approaches to encourage alignment with the set of values indicated above? (Grouped)

Base: All agencies

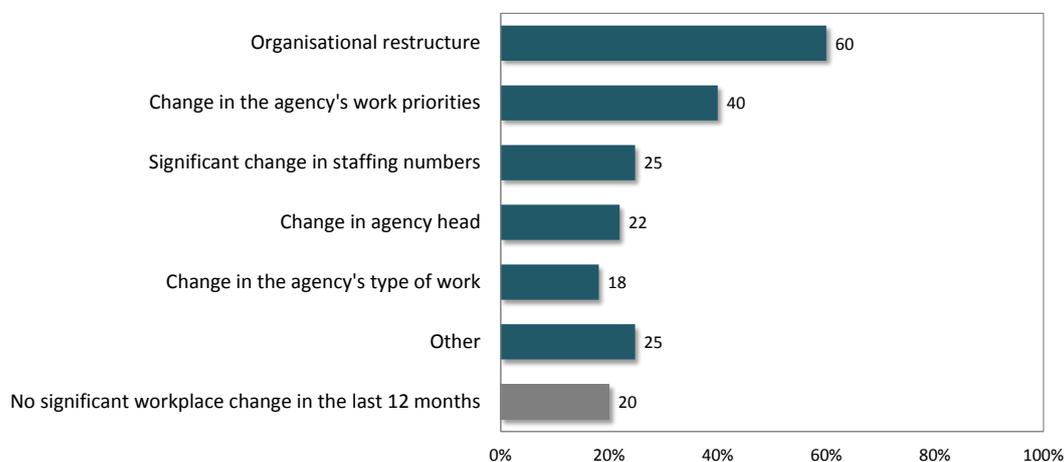


Change Management

Extent of workplace change

Figure 22: In the last 12 months, has your agency experienced significant workplace change in any of the following areas? (q18 – Multiple Response)

Base: All agencies (n=105)



Change management strategies

Figure 23: Regarding the management of major workplace change initiatives in your agency, to what extent does your agency typically use the following approaches to manage and achieve change?

Base: All agencies

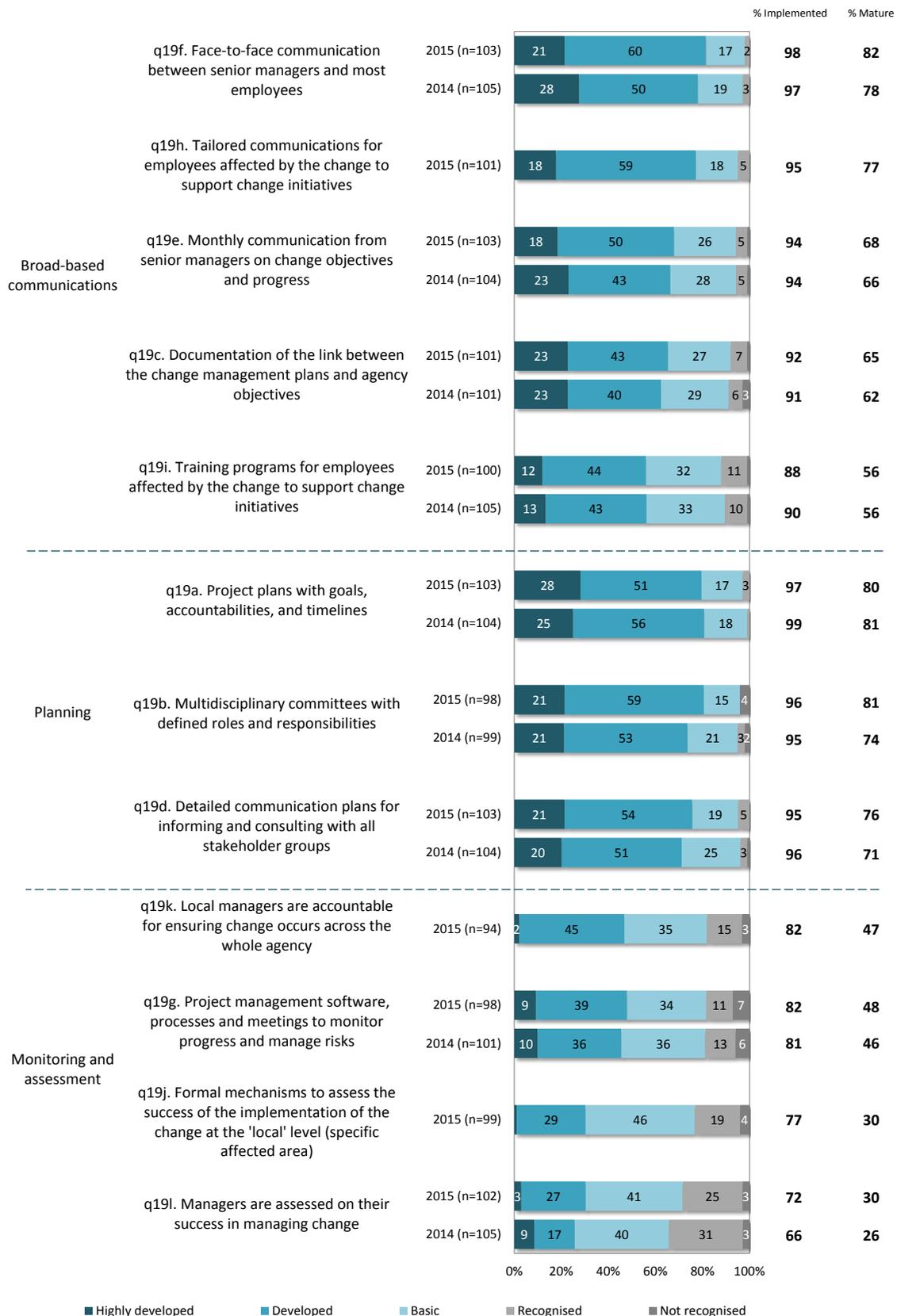
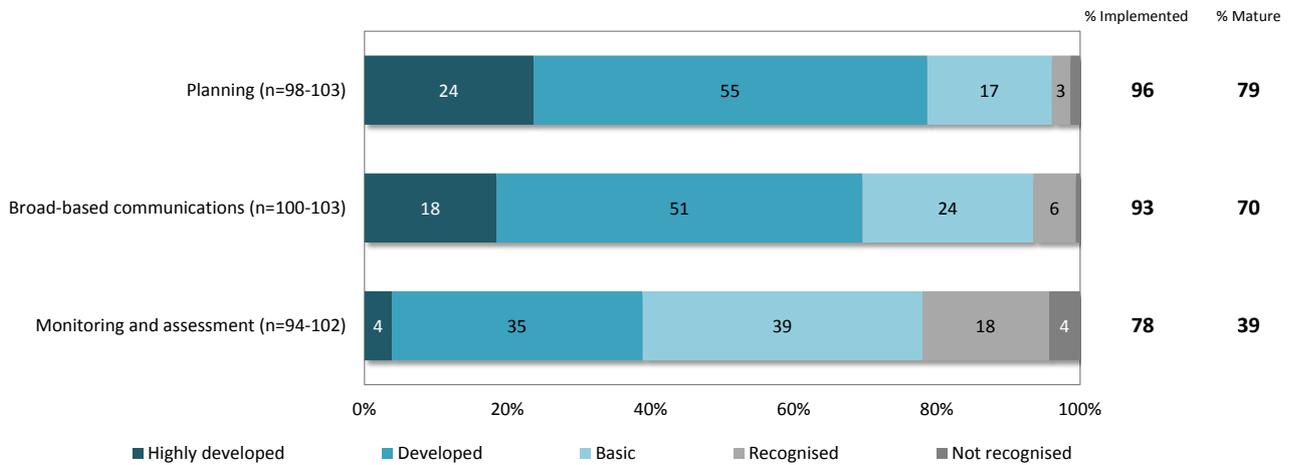


Figure 24: Regarding the management of major workplace change initiatives in your agency, to what extent does your agency typically use the following approaches to manage and achieve change? (Grouped)

Base: All agencies

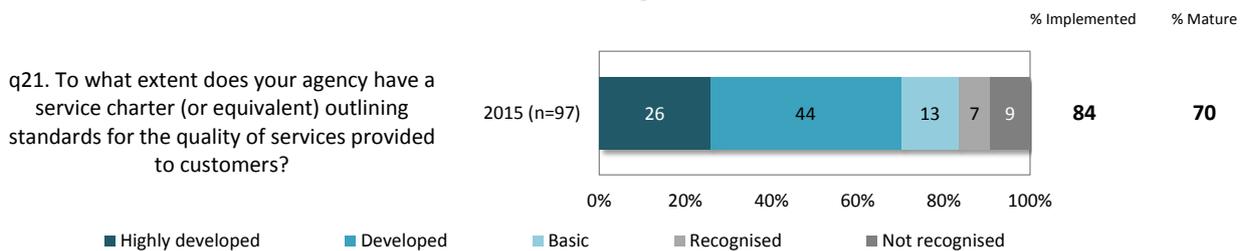


Customer Service

Service charter

Figure 25: Maturity of service charter

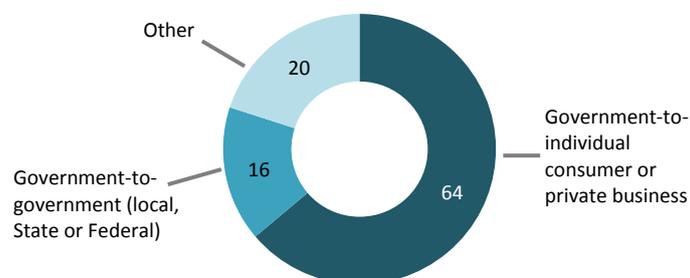
Base: All agencies



Customer type

Figure 26: Which of the following best describes the main type of customer relationship your agency services? (q20)

Base: All agencies (n=105)



Strategies to optimise customer service

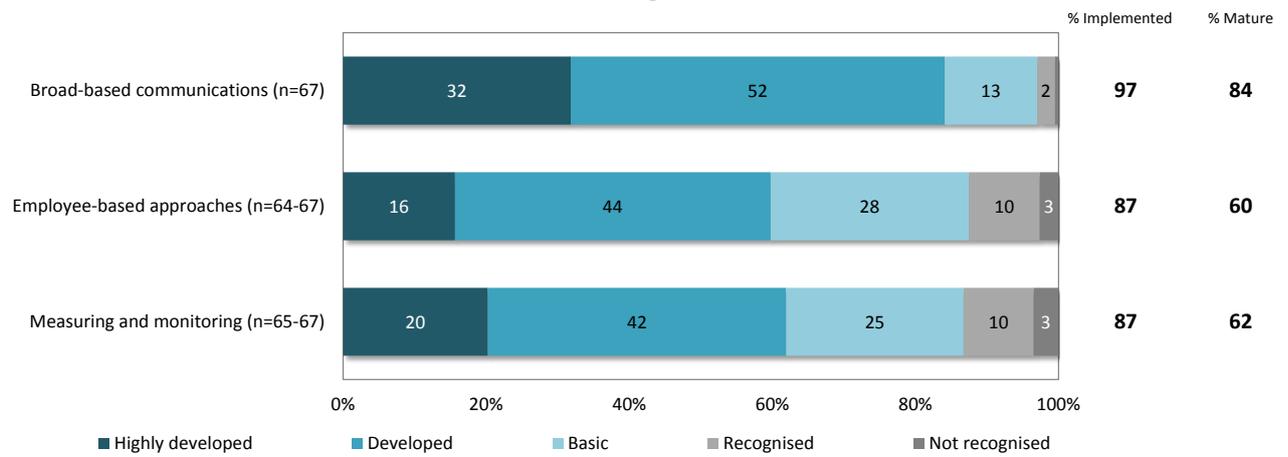
Figure 27: To what extent does your agency have the following strategies in place to optimise customer service? (Government-to-individual consumer or private business only)

Base: All agencies



Figure 28: To what extent does your agency have the following strategies in place to optimise customer service? (Grouped – Government-to-individual consumer or private business only)

Base: All agencies



Diversity and Inclusion

Workforce diversity practices

Figure 29: To what extent does your agency have the following workforce diversity practices in place?

Base: All agencies

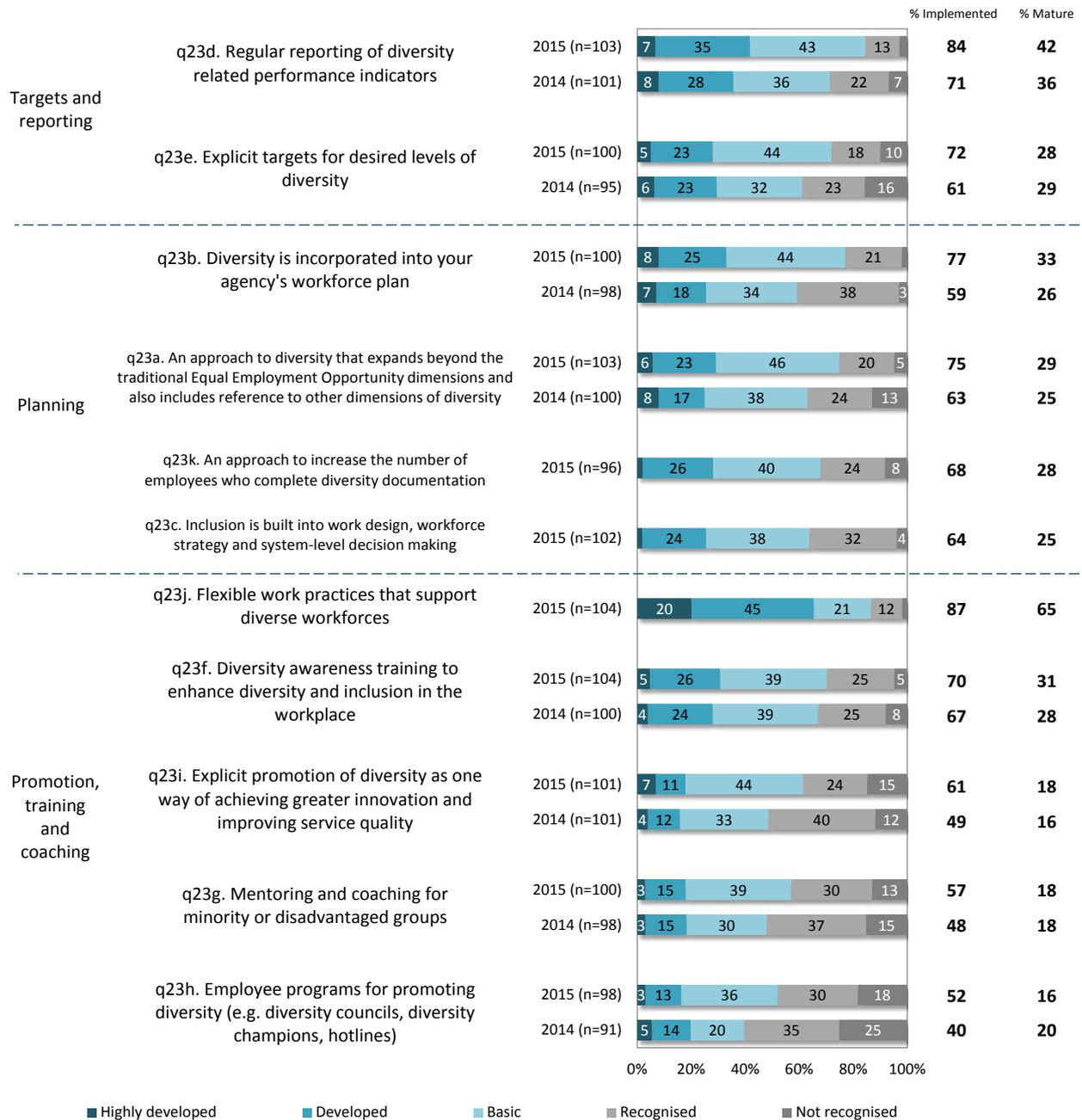
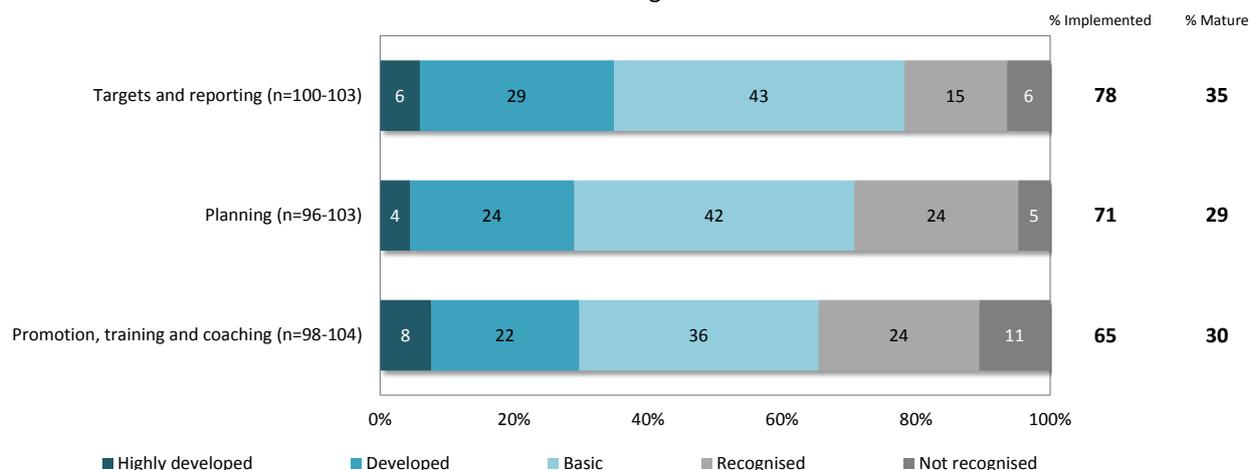


Figure 30: To what extent does your agency have the following workforce diversity practices in place? (Grouped – 2015 only)

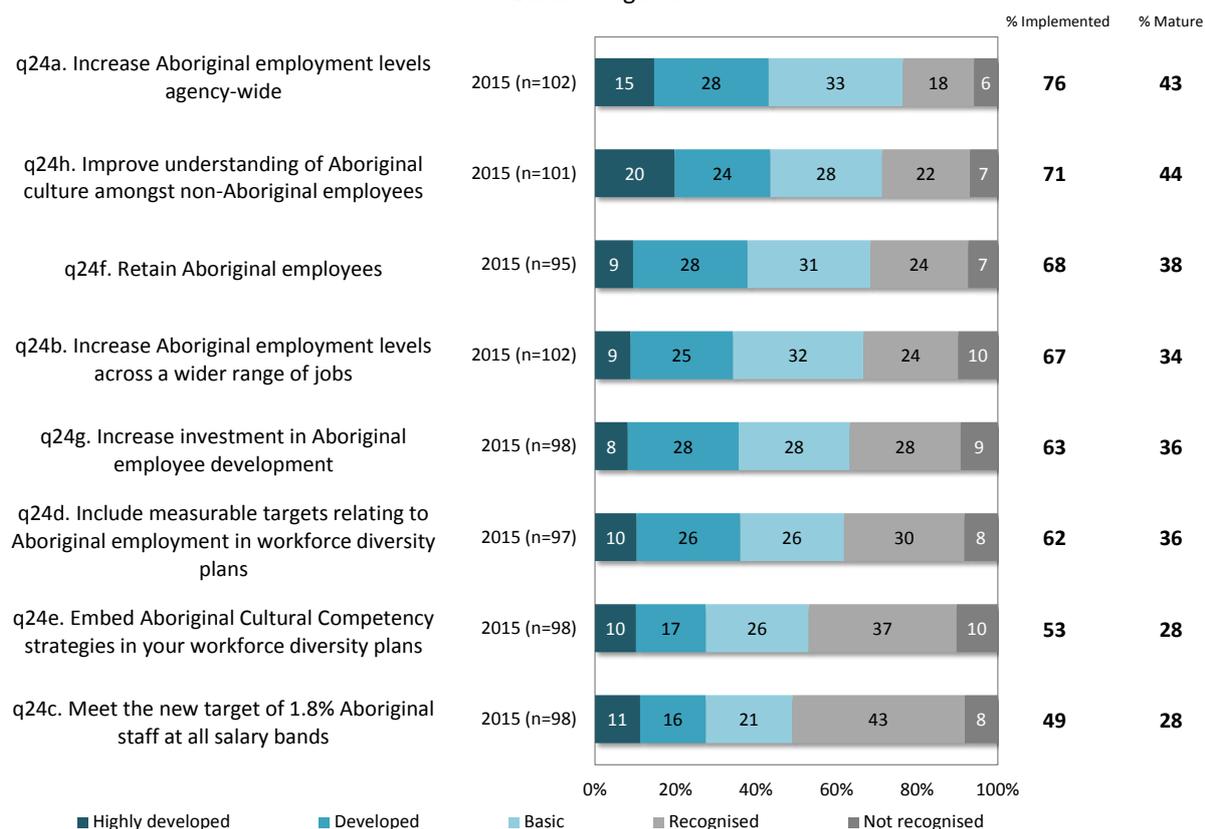
Base: All agencies



Aboriginal employment

Figure 31: To what extent does your agency have processes and practices in place to:

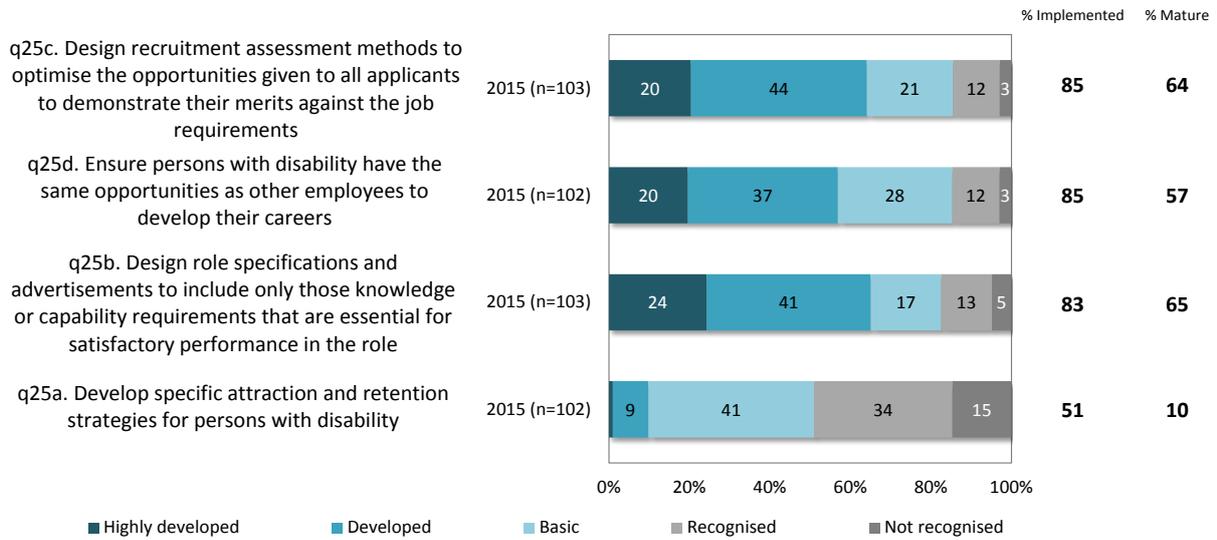
Base: All agencies



Disability employment

Figure 32: To what extent does your agency:

Base: All agencies



Participation of senior women

Figure 33: Please indicate the number of men and women in the top three levels of your agency's executive group (excluding EAs and other non-Executive support staff) (%) – All agencies

Base: All agencies with executives at that level

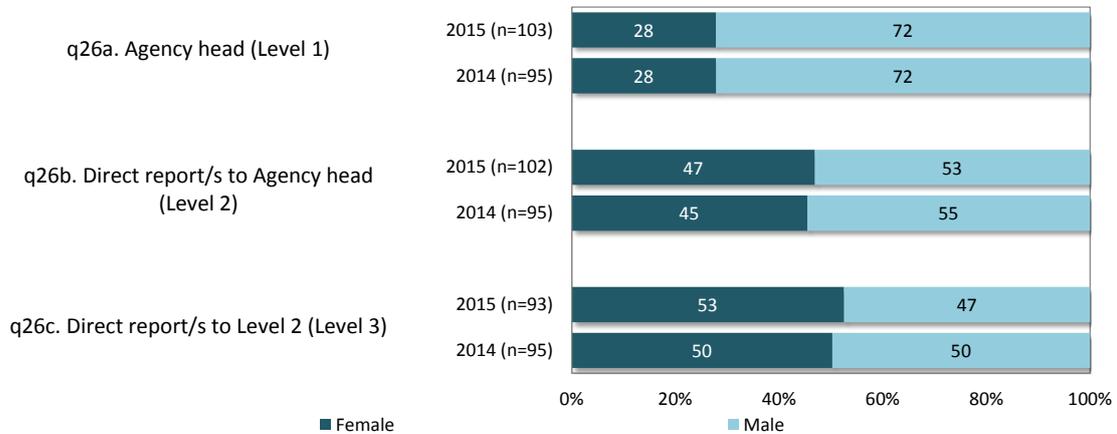


Figure 34: Please indicate the number of men and women in the top three levels of your agency's executive group (excluding EAs and other non-Executive support staff) (%) – Departments only

Base: All Departments with executives at that level

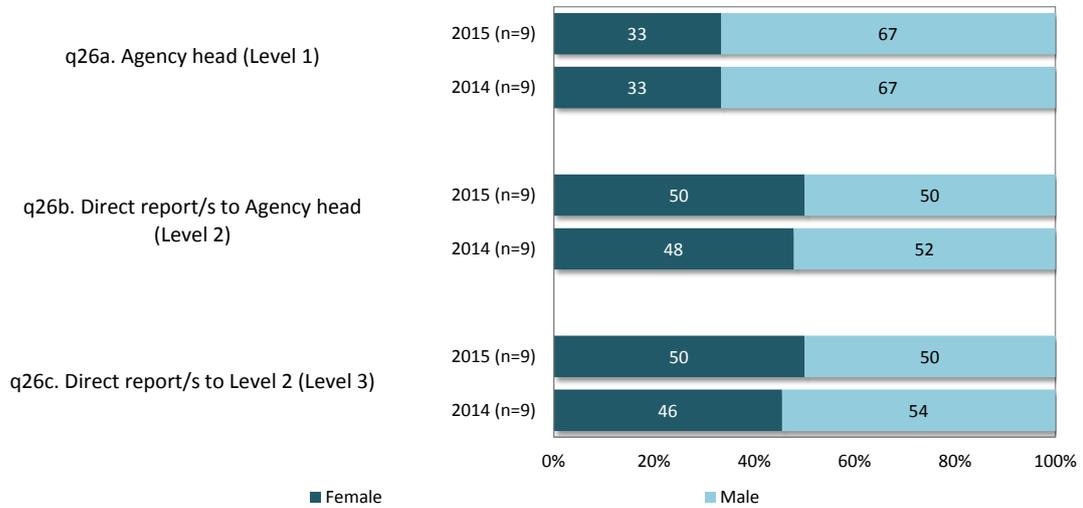


Figure 35: To what extent has workforce planning shown a requirement for gender target/s at executive levels? (q27)

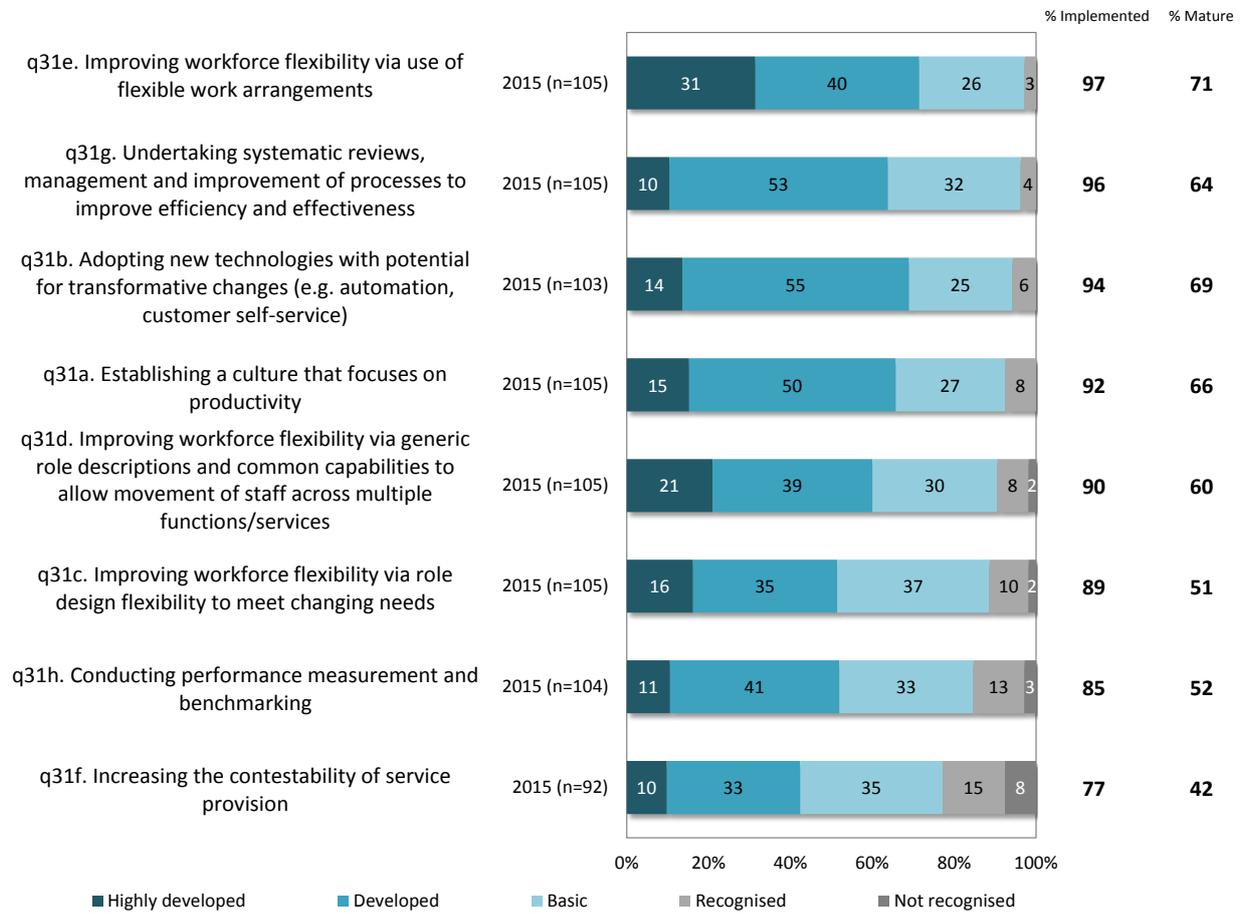
Base: Departments and separate agencies only (n=25)



Productivity

Figure 36: To what extent does your agency have the following strategies in place to improve productivity?

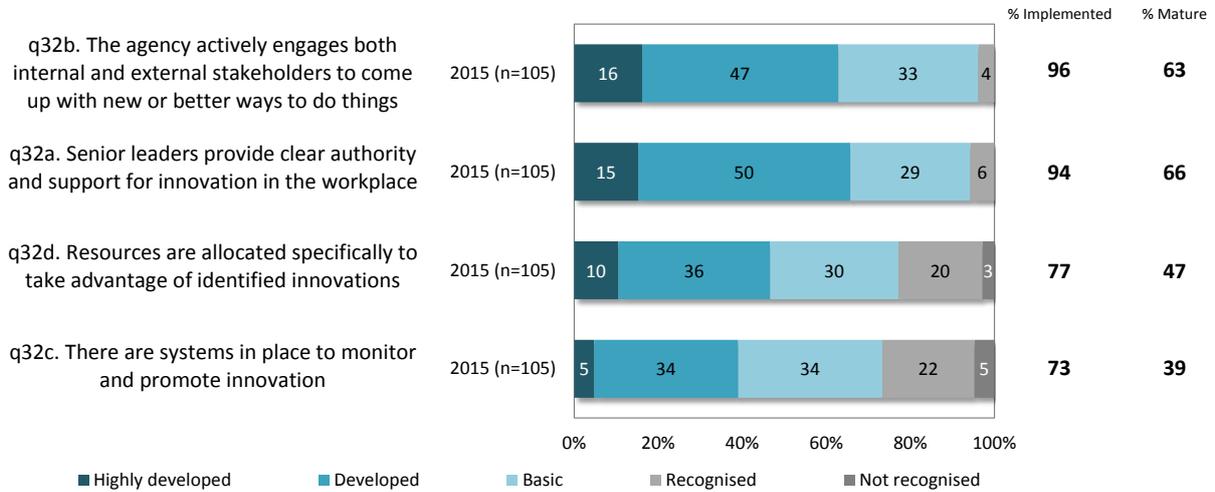
Base: All agencies



Innovation

Figure 37: To what extent does your agency have the following innovation strategies in place?

Base: All agencies

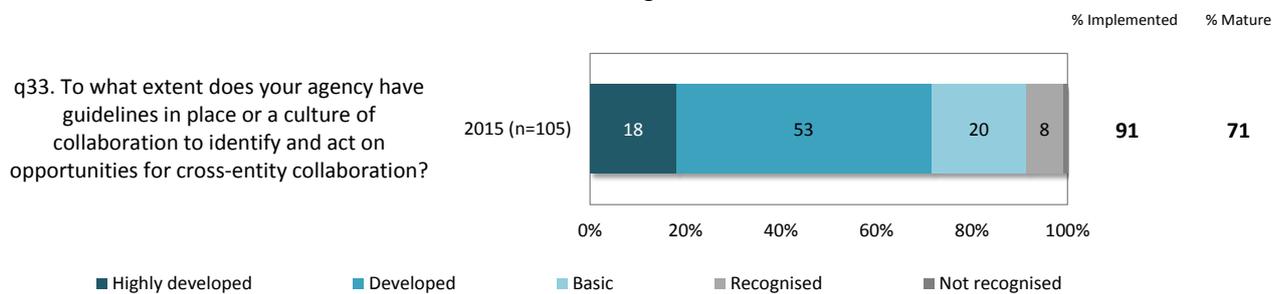


Collaboration

Collaboration culture

Figure 38: Maturity of collaboration guidelines/ culture

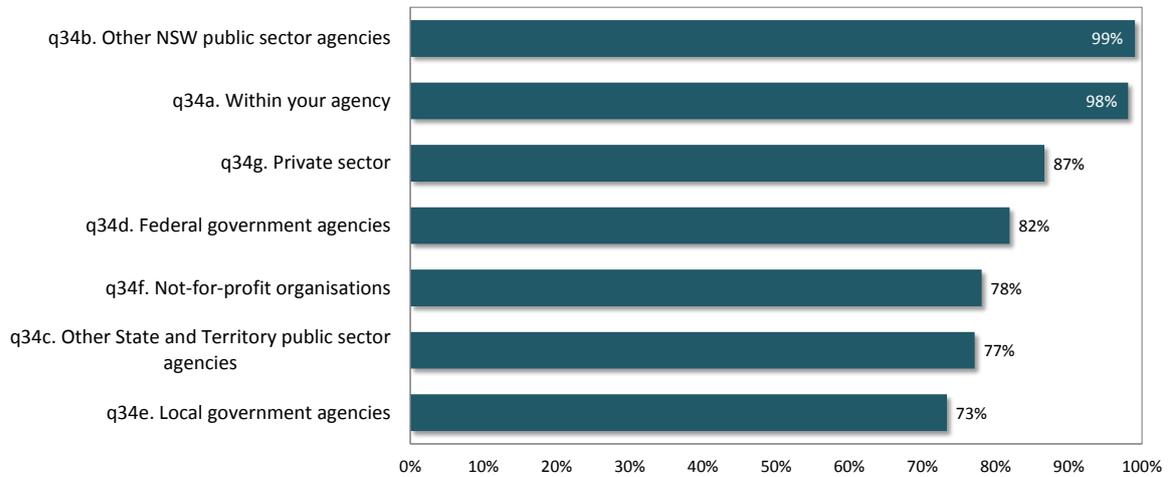
Base: All agencies



Collaboration partners

Figure 39: Collaboration partners

Base: All agencies (n=105)



Collaboration functions

Figure 40: Collaboration functions (q34)

Base: Agencies that have collaborated on respective functions (n=77-104)

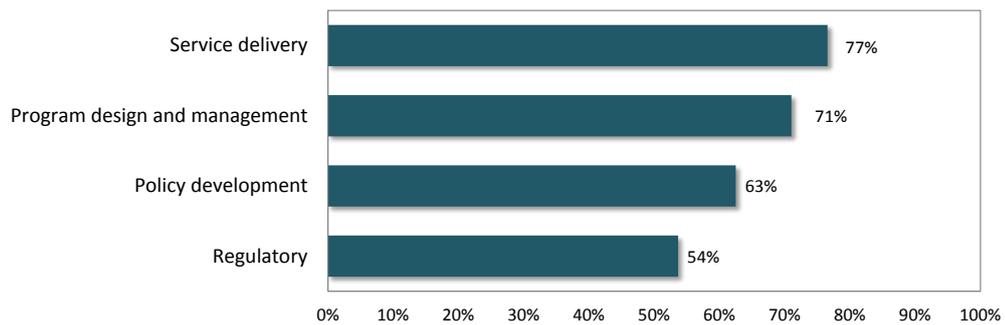


Figure 41: Collaboration functions by stakeholder groups
 Base: Agencies that have collaborated with respective stakeholder groups

