



2019 | NSW Public Sector
Employee Survey

DEPARTMENT REPORT

Family and Community Services

Department of Family & Community Services



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
Team Comparison	10
All Questions by Topic	11
Profile of Respondents	43
Results by Select Demographics	50
Report Guide	64

RESPONSE RATE

67%

7,148 OF 10,622 RESPONDENTS

RESPONSE RATE 2018: 66%

EMPLOYEE ENGAGEMENT

66%

DIFFERENCE FROM 2018 **+4**
(62%)

DIFFERENCE FROM CLUSTER **0**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(66%)

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2018 **+4**
(70%)

DIFFERENCE FROM CLUSTER **0**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(73%)

SENIOR MANAGERS

53%

DIFFERENCE FROM 2018 **+6**
(47%)

DIFFERENCE FROM CLUSTER **0**
(53%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(50%)

COMMUNICATION

67%

DIFFERENCE FROM 2018 **+4**
(62%)

DIFFERENCE FROM CLUSTER **0**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(62%)

HIGH PERFORMANCE

67%

DIFFERENCE FROM 2018 **+4**
(63%)

DIFFERENCE FROM CLUSTER **0**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(65%)

PUBLIC SECTOR VALUES

66%

DIFFERENCE FROM 2018 **+4**
(62%)

DIFFERENCE FROM CLUSTER **0**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(62%)

DIVERSITY & INCLUSION

74%

DIFFERENCE FROM 2018 **+3**
(71%)

DIFFERENCE FROM CLUSTER **0**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+5**
(69%)

FLEXIBLE WORKING SATISFACTION

67%

DIFFERENCE FROM 2018 **-1**
(68%)

DIFFERENCE FROM CLUSTER **0**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(59%)

ACTION ON RESULTS

44%

DIFFERENCE FROM 2018 **+7**
(37%)

DIFFERENCE FROM CLUSTER **0**
(44%)

DIFFERENCE FROM PUBLIC SECTOR **+5**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
2a. My workgroup strives to achieve customer/client satisfaction	89%	87%
1a. I understand what is expected of me to do well in my role	89%	87%
1g. I know how to address a health and safety issue I have identified	86%	84%
2c. I receive help and support from other members of my workgroup	85%	84%
2b. My workgroup works collaboratively to achieve its objectives	84%	81%
5b. My manager listens to what I have to say	82%	78%
2e. People in my workgroup treat each other with respect	81%	80%
5a. My manager encourages people in my workgroup to keep improving the work they do	80%	77%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	75%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	36%	33%
11a. I have confidence in the ways my organisation resolves grievances	38%	34%
7c. I feel that change is managed well in my organisation	39%	31%
10a. I believe action will be taken on the results from this survey by my organisation	44%	37%
7e. People in my organisation take responsibility for their own actions	45%	44%
6h. I feel that senior managers listen to employees	46%	41%
7d. There is good co-operation between teams across our organisation	49%	45%
5h. My manager deals appropriately with employees who perform poorly	50%	47%
3g. I am satisfied with the opportunities available for career development in my organisation	50%	46%
6g. I feel that senior managers keep employees informed about what's going on	50%	45%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

7c.	I feel that change is managed well in my organisation	39%	31%
6a.	I believe senior managers provide clear direction for the future of the organisation	54%	47%
6b.	I feel that senior managers effectively lead and manage change	51%	43%
6c.	I feel that senior managers model the values of my organisation	57%	50%
7i.	I would recommend my organisation as a great place to work	60%	53%
10a.	I believe action will be taken on the results from this survey by my organisation	44%	37%
6d.	Senior managers encourage innovation by employees	51%	45%
7m.	My organisation inspires me to do the best in my job	59%	52%
7l.	My organisation motivates me to help it achieve its objectives	59%	53%
1b.	I am provided with the support I need to do my best at work	67%	61%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

8d.	How satisfied are you with your ability to access and use flexible working arrangements?	67%	68%
-----	--	-----	-----



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7e. People in my organisation take responsibility for their own actions



Q10a. I believe action will be taken on the results from this survey by my organisation



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7e. People in my organisation take responsibility for their own actions



Q10a. I believe action will be taken on the results from this survey by my organisation



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q7e. People in my organisation take responsibility for their own actions



Q10a. I believe action will be taken on the results from this survey by my organisation



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



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

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

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

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 7148

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	25	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	42
Female	73	Ongoing/Permanent (other than senior executive)	72	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7
Other	2	Temporary (including temporary teachers and graduates)	12	Administrative support (e.g. executive/personal assistant, receptionist)	8
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	10
15 - 34 years	25	Contract – Non Executive	7	Policy	3
35 - 54 years	57	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	1
55+ years	18	Other	0	Program and project management support	15
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	2
Yes	23	Manager of managers	Survey %	Other	13
No	72	Yes	6	Organisation Tenure	Survey %
Prefer not to say	5	No	94	Less than 1 year	15
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	12
Yes	7	Yes	25	2 - 5 years	20
No	87	No	75	5 - 10 years	18
Prefer not to say	6	Working arrangement	Survey %	10 - 20 years	26
Disability	Survey %	Full-time	90	More than 20 years	9
Yes	4	Part-time	10	Salary	Survey %
No	91			\$83,402 and below	33
Prefer not to say	5			\$83,403 - \$108,043	34
LGBTI	Survey %			\$108,044 - \$144,520	21
Yes	6			\$144,521 and above	5
No	88			Prefer not to say	6
Prefer not to say	6				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

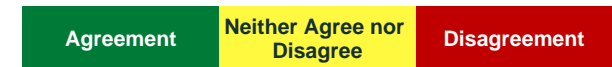
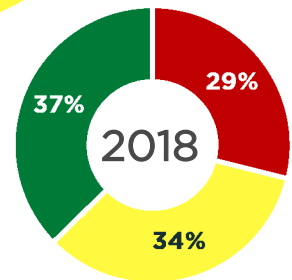
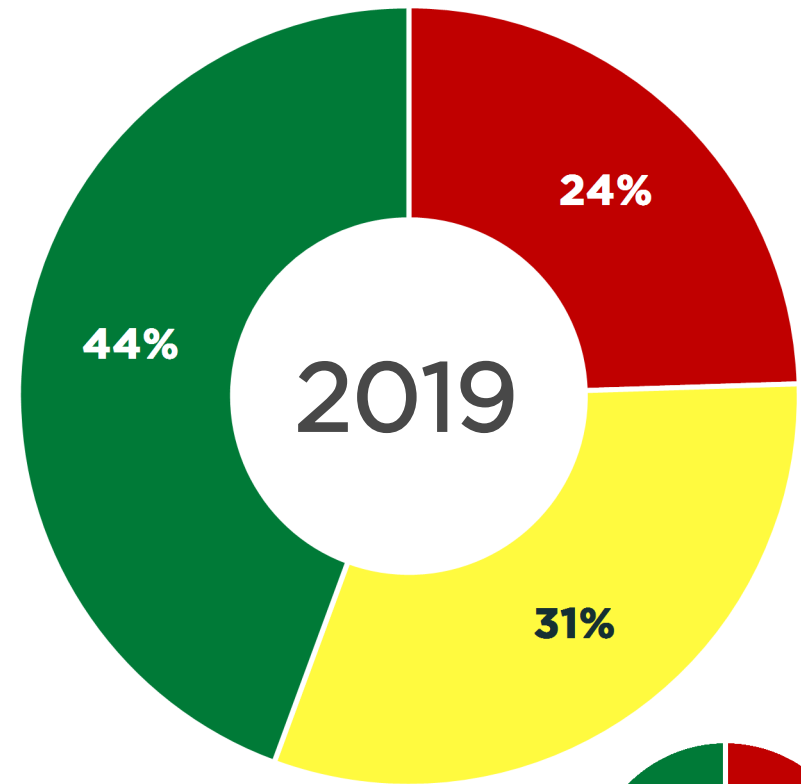
Results are rounded and may not add up to 100%

44%

of employees replied favourably to:

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

39%	44%	37%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	54%	49%	54%	53%
2	Q6c. I feel that senior managers model the values of my organisation	57%	50%	57%	52%
3	Q6b. I feel that senior managers effectively lead and manage change	51%	43%	51%	47%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	58%	55%	58%	57%
5	Q6h. I feel that senior managers listen to employees	46%	41%	46%	44%
6	Q7a. My organisation focuses on improving the work we do	75%	70%	75%	69%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Family & Community Services

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

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

	Department of Family & Community Services	Aboriginal Housing Office	Advocate for Children and Young People	Commissioning	FACS Corporate Services	Land and Housing Corporation	Northern Cluster	Office of the Secretary	Southern & Western Cluster	Their Futures Matter
NUMBER OF RESPONDENTS	7148	153	16	574	894	627	2504	25	1854	83
EMPLOYEE ENGAGEMENT	66%	79%	98%	68%	71%	67%	65%	72%	64%	61%
ENGAGEMENT WITH WORK	74%	81%	88%	75%	77%	72%	75%	79%	73%	73%
SENIOR MANAGERS	53%	78%	86%	60%	64%	52%	51%	60%	49%	44%
COMMUNICATION	67%	79%	91%	73%	76%	68%	65%	67%	62%	67%
HIGH PERFORMANCE	67%	79%	88%	69%	72%	67%	66%	72%	64%	67%
PUBLIC SECTOR VALUES	66%	81%	90%	73%	74%	66%	65%	68%	63%	63%
DIVERSITY & INCLUSION	74%	82%	90%	81%	81%	76%	73%	80%	70%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	66% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	17	43	25	10	60%	53%	60%	62%
Q7j. I am proud to tell others I work for my organisation	23	43	23		67%	61%	67%	70%
Q7k. I feel a strong personal attachment to my organisation	22	41	25	9	63%	59%	63%	64%
Q7l. My organisation motivates me to help it achieve its objectives	18	41	26	10	59%	53%	59%	56%
Q7m. My organisation inspires me to do the best in my job	19	39	27	10	59%	52%	59%	56%

KEY





EXPLORE THE FULL RESULTS

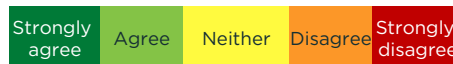
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	30	46	13	8	77%	72%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	34	42	13	8	76%	73%	76%	72%
Q1e. I am satisfied with my job	25	45	17	9	70%	65%	70%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

SENIOR MANAGERS	53% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	40	25	14	7	54%	47%	54%	51%
Q6b. I feel that senior managers effectively lead and manage change	14	37	25	15	9	51%	43%	51%	47%
Q6c. I feel that senior managers model the values of my organisation	17	40	24	11	8	57%	50%	57%	52%
Q6d. Senior managers encourage innovation by employees	15	37	29	12		51%	45%	52%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	44	26	8		61%	56%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	48	20			69%	63%	69%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	25	15	10	50%	45%	50%	48%
Q6h. I feel that senior managers listen to employees	13	33	27	15	11	46%	41%	46%	44%
Q7c. I feel that change is managed well in my organisation	9	29	28	23	11	39%	31%	39%	42%

KEY





EXPLORE THE FULL RESULTS

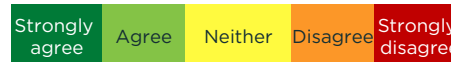
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

COMMUNICATION	67% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	37	40	12			77%	74%	77%	72%
Q5d. My manager encourages and values employee input	40	39	12			79%	76%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	34	39	15	8		73%	69%	74%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	25	15	10	50%	45%	50%	48%
Q6h. I feel that senior managers listen to employees	13	33	27	15	11	46%	41%	46%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	48	14	8		74%	69%	74%	69%

KEY





EXPLORE THE FULL RESULTS

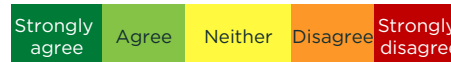
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	67% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q1a. I understand what is expected of me to do well in my role	38	52	89%	87%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	39	45	9	84%	81%	84%	79%	
Q3f. I have received appropriate training and development to do my job well	18	43	22	12	61%	56%	61%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	46	12	80%	77%	80%	75%	
Q5f. I have confidence in the decisions my manager makes	37	38	15	75%	72%	75%	69%	
Q6d. Senior managers encourage innovation by employees	15	37	29	12	51%	45%	52%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	44	26	8	61%	56%	61%	53%
Q7a. My organisation focuses on improving the work we do	22	52	16	75%	70%	75%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	42	25	12	58%	55%	58%	57%

KEY



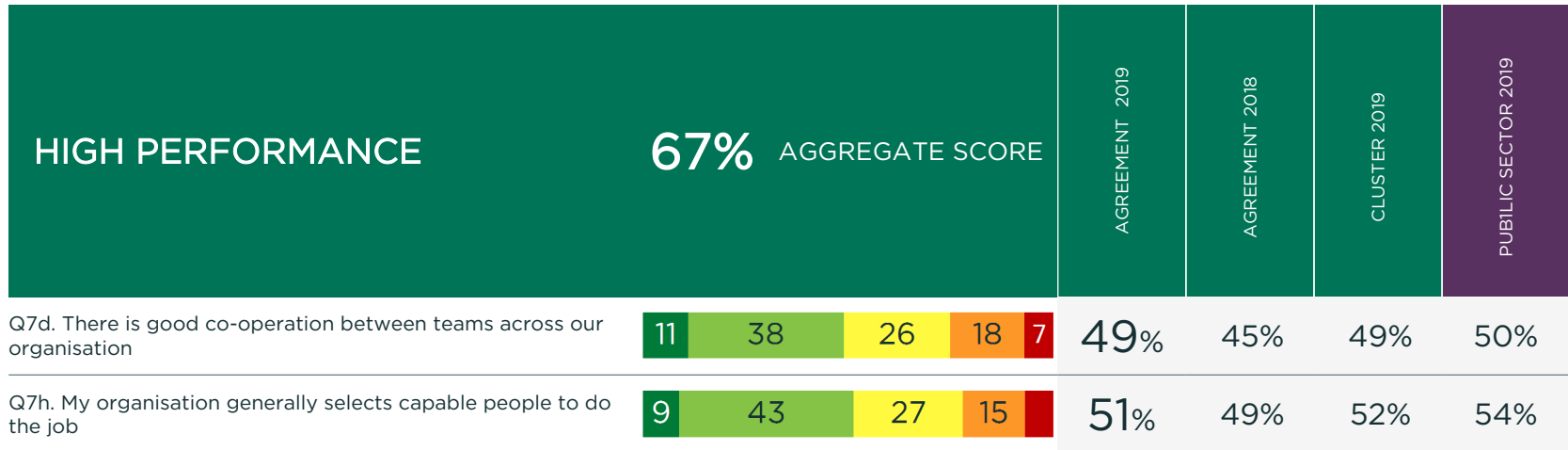


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

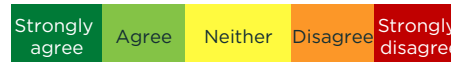
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	44	46	89%	87%	89%	86%		
Q2e. People in my workgroup treat each other with respect	41	40	11	81%	80%	81%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	46	12	80%	77%	80%	75%		
Q5b. My manager listens to what I have to say	40	41	10	82%	78%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	40	25	14	7	54%	47%	54%	51%
Q6c. I feel that senior managers model the values of my organisation	17	40	24	11	8	57%	50%	57%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	48	20	69%	63%	69%	61%		
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	25	15	10	50%	45%	50%	48%
Q6h. I feel that senior managers listen to employees	13	33	27	15	11	46%	41%	46%	44%

KEY



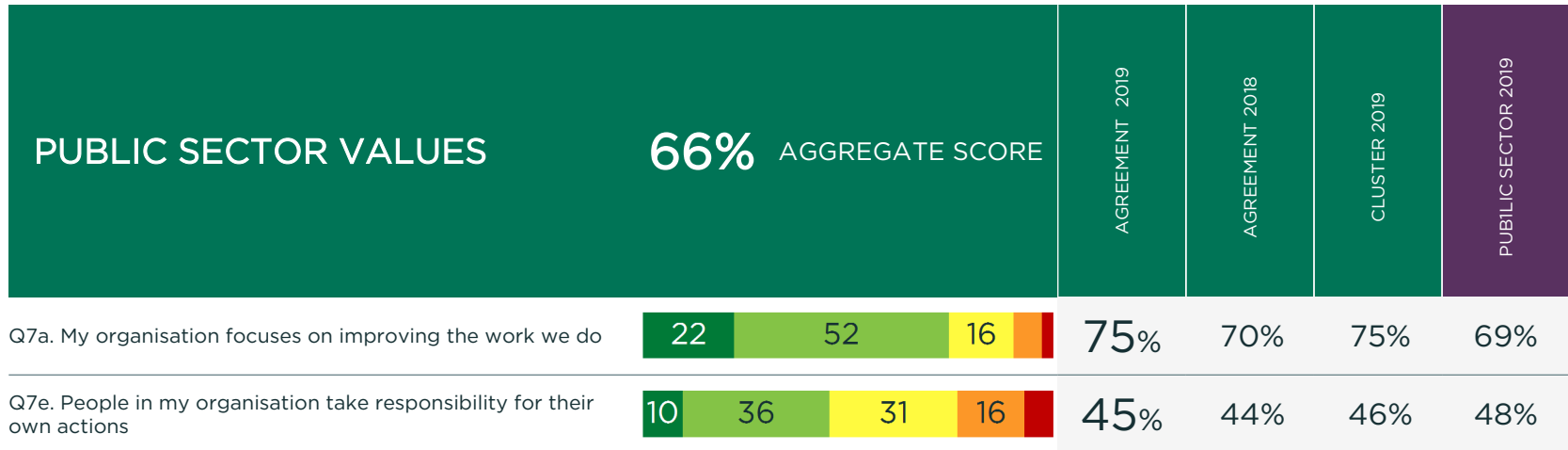


EXPLORE THE FULL RESULTS

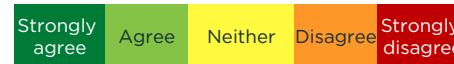
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

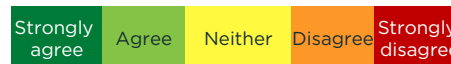
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	44	15	13	67%	61%	68%	67%
Q5b. My manager listens to what I have to say	40	41	10		82%	78%	82%	76%
Q5d. My manager encourages and values employee input	40	39	12		79%	76%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	24	41	26		65%	59%	65%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	50	12		80%	75%	80%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	31	48	13		79%	76%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	48	14	8	74%	69%	74%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	29	38	16	10	67%	68%	67%	59%
Q8e. My manager supports flexible working in my team	34	39	15	7	74%	72%	74%	63%

KEY



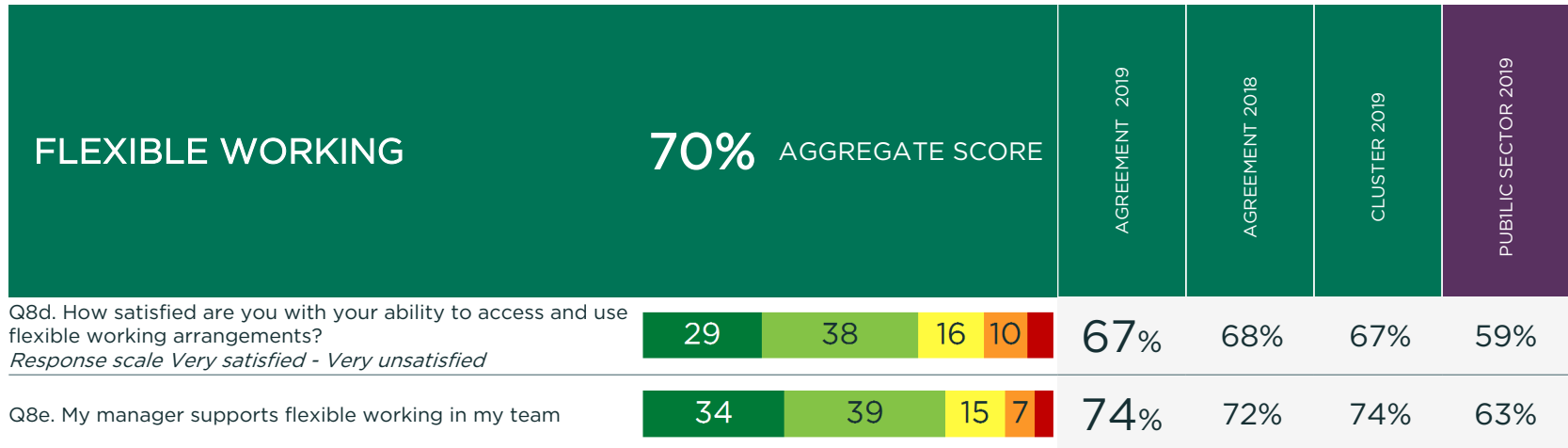


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



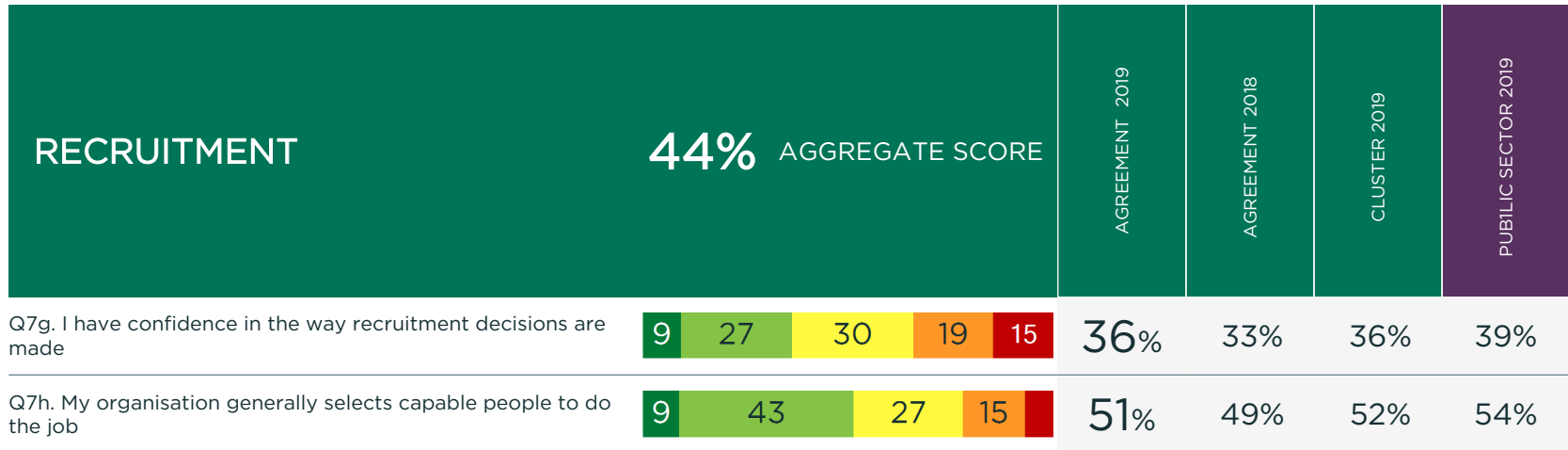


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		70%	65%	70%	66%
Q3e. My performance is assessed against clear criteria		53%	48%	53%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	46%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		75%	72%	75%	69%
Q5h. My manager deals appropriately with employees who perform poorly		50%	47%	50%	48%
Q7f. My organisation is committed to developing its employees		54%	49%	54%	53%

KEY





EXPLORE THE FULL RESULTS

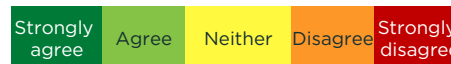
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	44	15	13	67%	61%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	17	47	18	13	64%	59%	64%	61%
Q2c. I receive help and support from other members of my workgroup	41	44	9		85%	84%	85%	81%
Q2d. There is good team spirit in my workgroup	37	38	13	8	76%	73%	76%	70%

KEY



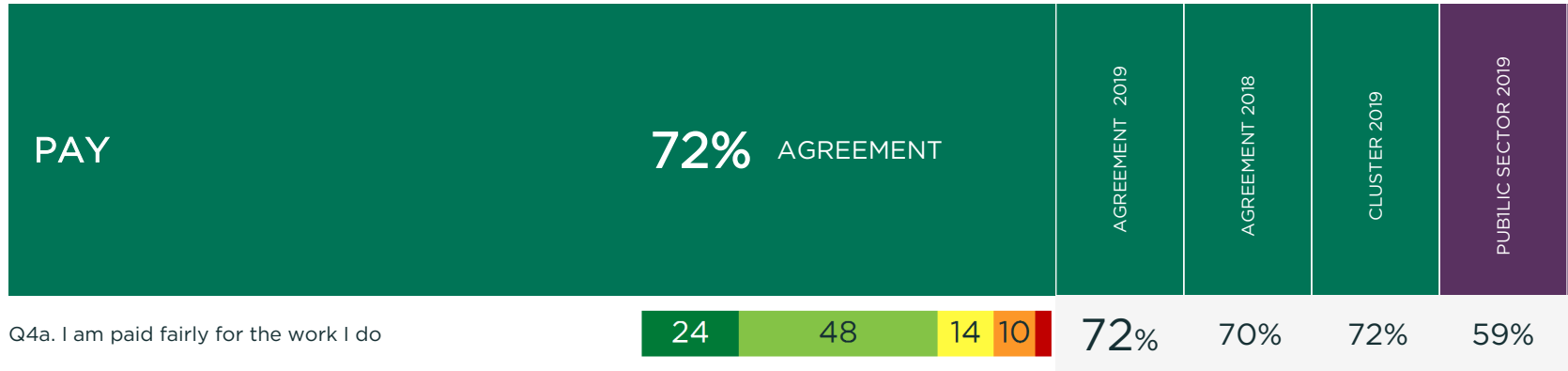


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



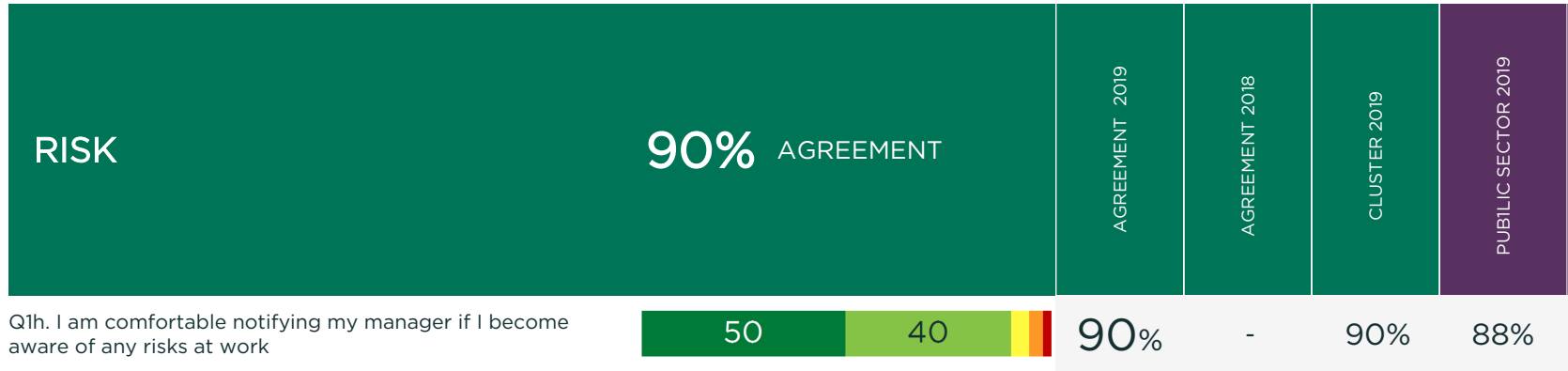


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



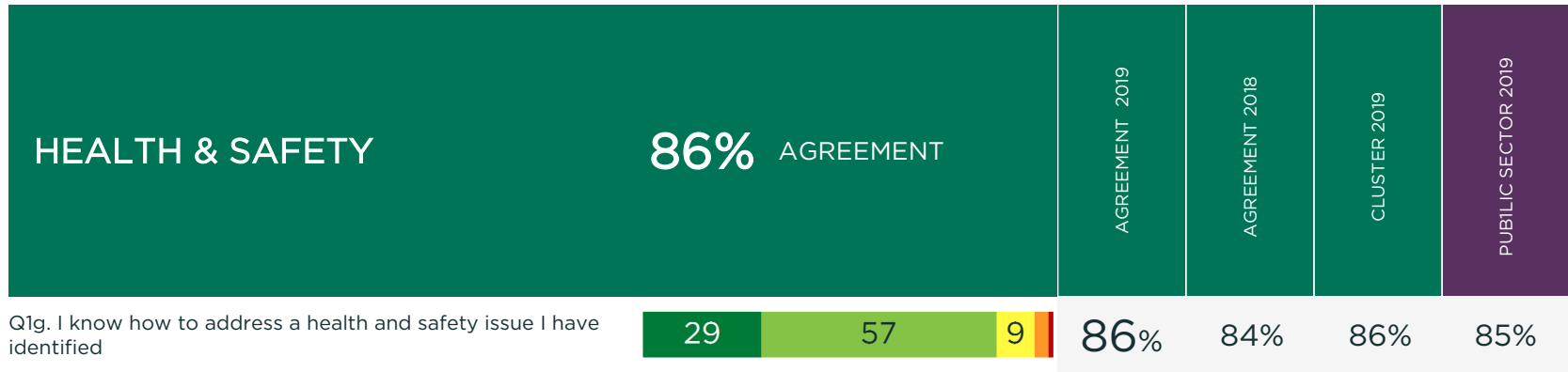


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

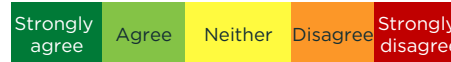
ACTION ON RESULTS

44% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



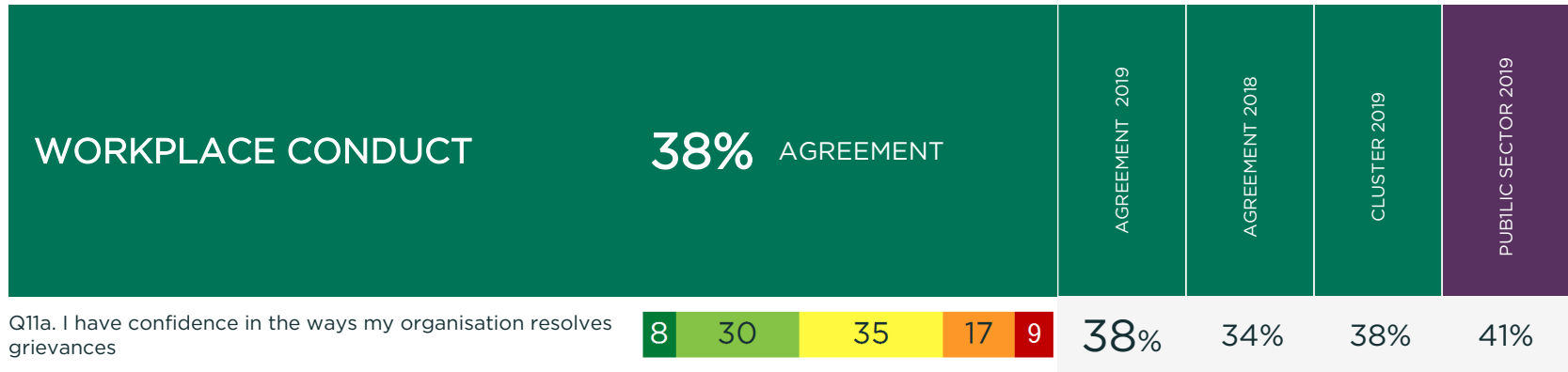


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

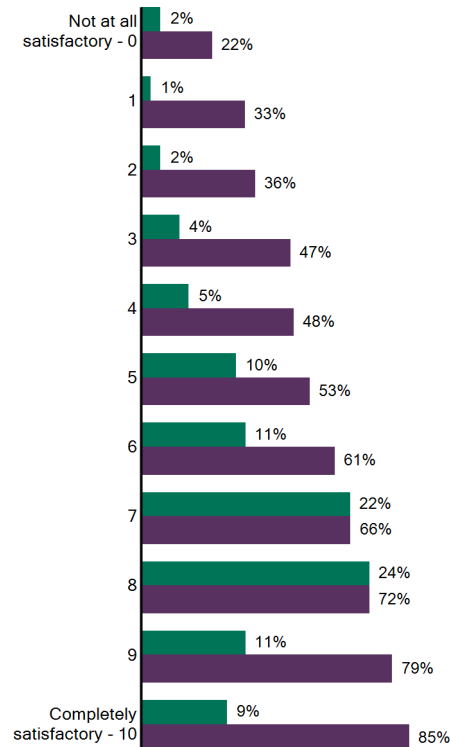
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

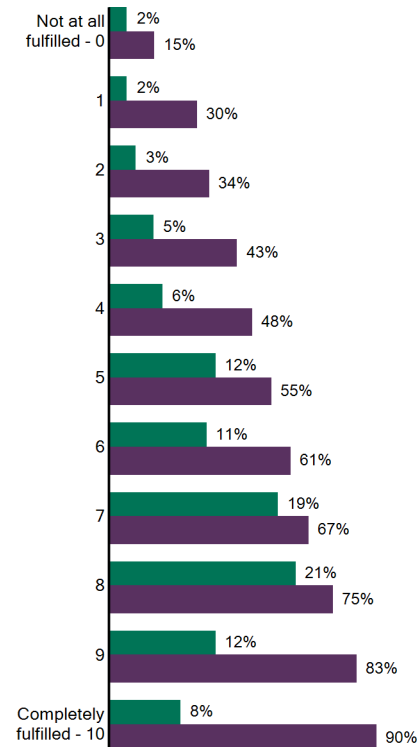
This compares Wellbeing to Engagement.

Q1i. In general, my sense of wellbeing is.....



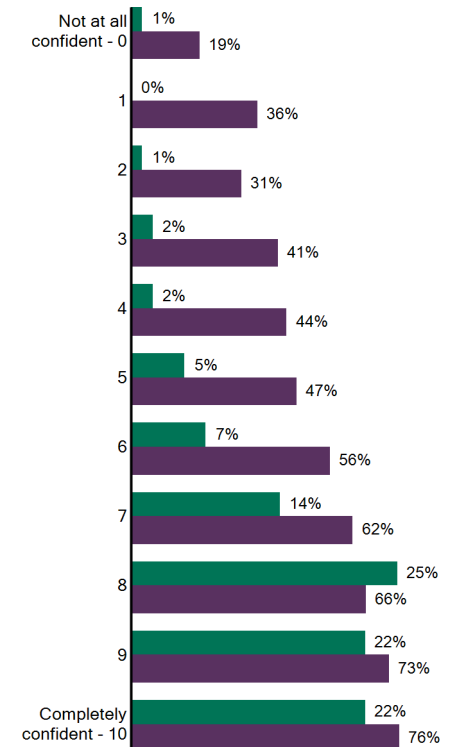
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		53%	52%	53%	71%
No		47%	48%	47%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		81%	79%	81%	76%
No		19%	21%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		64%	58%	64%	60%
No		36%	42%	36%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		47%	49%	47%	41%
No		53%	51%	53%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of visible opportunities		30%	30%	30%	29%
Personal/family considerations		29%	30%	29%	29%
Geographic location considerations		29%	30%	29%	25%
The application/recruitment process is too cumbersome or time consuming		27%	27%	27%	22%
Lack of promotion opportunities		27%	27%	27%	28%
There are no major barriers to my career progression		26%	30%	26%	29%
Lack of support for temporary assignments/secondments		19%	20%	19%	15%
Insufficient training and development		16%	18%	16%	15%
Lack of required capabilities or experience		13%	12%	13%	11%
Lack of support from my manager/supervisor		12%	14%	12%	13%
Other		9%	10%	9%	9%

% are calculated with the number of unique respondents (N = 6,925 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		29%	26%	29%	27%
No		55%	57%	55%	56%
Don't know		16%	17%	16%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		69%	65%	69%	65%
No		28%	33%	28%	32%
Don't know		3%	2%	3%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

Q13a. In the last 12 months I have witnessed bullying at work

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		32%	34%	32%	33%
No		58%	56%	58%	57%
Don't know		9%	10%	10%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		16%	17%	16%	18%
No		77%	76%	77%	75%
Don't know		7%	7%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		25%	27%	25%	23%
A fellow worker at your level		24%	25%	24%	27%
A senior manager		21%	23%	21%	21%
Prefer not to say		16%	13%	16%	13%
A subordinate		8%	6%	8%	7%
Other		5%	5%	5%	5%
A client or customer		1%	1%	1%	3%
A member of the public other than a client or customer		0%	0%	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	2%	2%	2%	4%
No	96%	96%	96%	94%
Don't know	2%	2%	2%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	45%	50%	45%	38%
A member of the public	32%	31%	32%	36%
Other	17%	14%	17%	19%
Prefer not to say	5%	6%	5%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

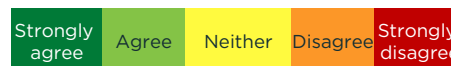
Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My manager communicates the importance of customers / clients in achieving our business objectives	29	53	13	82%	78%	82%
Q2. I am equipped to provide advice and service that helps empower clients	26	56	13	82%	81%	82%
Q3. I understand how my work links to the priorities in the Strategic Plan	23	48	19	71%	66%	70%
Q4. I understand what I can do to promote a zero tolerance of violence against women	38	50	9	88%	90%	88%
Q5. All things considered, I feel my organisation provides good support for my mental health and wellbeing	18	41	21	59%	54%	59%
Q9. My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	31	43	22	74%	-	74%
Q10. My manager is committed to, and supportive of, diverse workgroups	37	46	14	83%	-	83%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q6. What is your job family?

		2019	CLUSTER 2019
Administration		12%	12%
Business Enabler and Manager (Legal, IT, Finance, HR)		8%	8%
Child Protection		29%	29%
Client Service Officer and Manager		16%	16%
Disability Services		2%	2%
Policy/Project/Program Officer and Manager		16%	16%
Property and Asset Management		3%	3%
Psychologist		1%	1%
Senior Executive		2%	2%
Other		11%	11%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q7. What is your role?

Role	2019	CLUSTER 2019
Administration	12%	12%
Business Enabler (Legal, IT, Finance, HR)	6%	6%
Business Manager (Legal, IT, Finance, HR)	1%	1%
Child Protection Caseworker	17%	16%
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)	1%	1%
Caseworker - Helpline	2%	2%
Casework Support Worker	2%	2%
Casework Specialist	2%	2%
Manager - Child Protection (Manager Casework and Manager Client Services)	5%	5%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q7. What is your role?

		2019	CLUSTER 2019
Asset Management		2%	2%
Client Liaison Officer / Client Service Officer (field and HCC)	■	12%	12%
Housing Manager / Housing Team Leader		2%	2%
Property Management		1%	1%
Disability Case Manager		0%	0%
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)		0%	0%
Coordinator Accommodation and Respite		0%	0%
Manager / Residential Unit Nurse Manager / Nurse Unit Manager		0%	0%
Large Residential Centre (LRC) Manager		0%	0%
Disability Clinician		0%	0%
Disability Team Leader		0%	0%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q7. What is your role?

		2019	CLUSTER 2019
Disability Support Worker		0%	0%
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)		1%	1%
Psychologist		1%	1%
Policy/Program/Project Officer	■	11%	11%
Policy/Program/Project Manager	■	4%	4%
Senior Executive Band 1		2%	2%
Senior Executive Band 2 and 3		0%	0%
Other	■	16%	16%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FAMILY AND COMMUNITY SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q8. When completing this survey, I believed that the term "Senior Managers" referred to the following people

		2019	CLUSTER 2019
The Secretary and Deputy Secretaries		3%	3%
My Executive Director and above		13%	13%
My Director and above		31%	31%
My Manager's Manager and above		34%	34%
My Manager and above		19%	19%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		25%
Female		73%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		9%
30-34		13%
35-39		15%
40-44		14%
45-49		15%
50-54		13%
55-59		11%
60-64		6%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

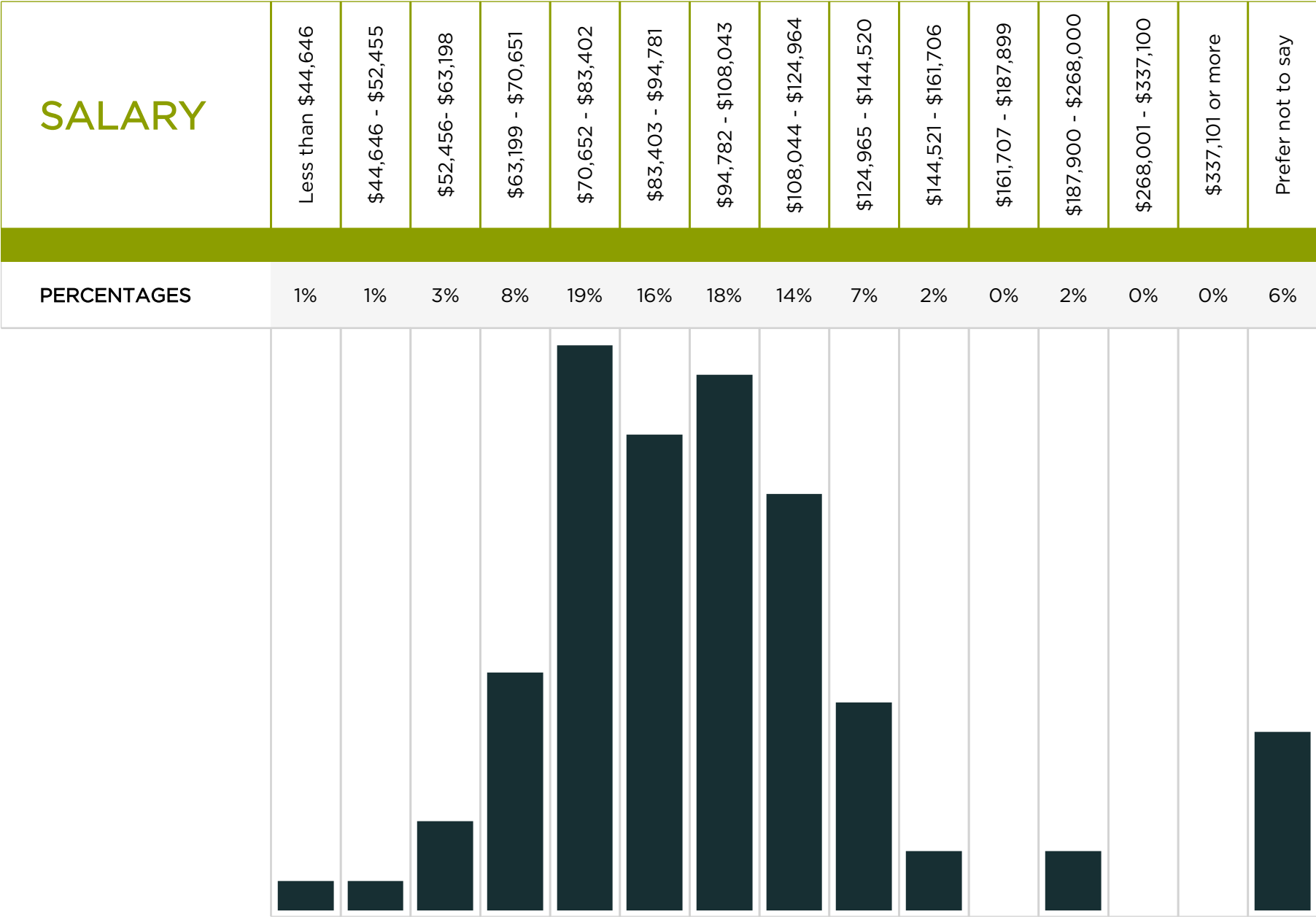
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	42%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	10%
Policy	3%
Research	1%
Program and project management support	15%
Legal (including developing and/or reviewing legislation)	2%
Other	13%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		15%
1 - 2 years		12%
2 - 5 years		20%
5 - 10 years		18%
10 - 20 years		26%
More than 20 years		9%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	61%
Working from home	25%
None of the above	22%
Working from different locations	21%
Working additional hours to make up for time off	15%
Part-time work	9%
Leave without pay	8%

% are calculated with the number of unique respondents (N = 6,734 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working more hours over fewer days		7%
Flexible scheduling for rostered workers		4%
Other		3%
Study leave		2%
Job sharing		1%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 6,734 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	7148	2812	499	531	699	183	62	989	102	896
EMPLOYEE ENGAGEMENT	66%	62%	66%	69%	74%	68%	71%	68%	66%	66%
ENGAGEMENT WITH WORK	74%	72%	73%	77%	81%	75%	83%	76%	83%	74%
SENIOR MANAGERS	53%	47%	51%	59%	71%	54%	70%	59%	43%	51%
COMMUNICATION	67%	61%	66%	72%	80%	71%	83%	71%	67%	65%
HIGH PERFORMANCE	67%	63%	65%	72%	76%	70%	77%	69%	66%	65%
PUBLIC SECTOR VALUES	66%	61%	65%	71%	79%	71%	80%	71%	64%	64%
DIVERSITY & INCLUSION	74%	68%	75%	81%	85%	84%	86%	79%	79%	72%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	7148	47	98	211	562	1301	1081	1240	968	455	141	28	149	26
EMPLOYEE ENGAGEMENT	66%	67%	61%	69%	68%	65%	62%	63%	68%	71%	72%	(r)	80%	(r)
ENGAGEMENT WITH WORK	74%	72%	74%	79%	75%	73%	70%	71%	80%	83%	82%	(r)	91%	(r)
SENIOR MANAGERS	53%	49%	49%	57%	56%	51%	47%	49%	59%	62%	68%	(r)	82%	(r)
COMMUNICATION	67%	60%	64%	69%	67%	65%	61%	64%	71%	76%	83%	(r)	88%	(r)
HIGH PERFORMANCE	67%	62%	61%	69%	68%	67%	63%	64%	71%	73%	77%	(r)	85%	(r)
PUBLIC SECTOR VALUES	66%	62%	59%	68%	67%	65%	61%	64%	72%	75%	80%	(r)	88%	(r)
DIVERSITY & INCLUSION	74%	72%	68%	75%	74%	72%	70%	72%	80%	83%	87%	(r)	91%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	7148	9	427
EMPLOYEE ENGAGEMENT	66%	(r)	60%
ENGAGEMENT WITH WORK	74%	(r)	65%
SENIOR MANAGERS	53%	(r)	44%
COMMUNICATION	67%	(r)	58%
HIGH PERFORMANCE	67%	(r)	59%
PUBLIC SECTOR VALUES	66%	(r)	58%
DIVERSITY & INCLUSION	74%	(r)	65%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	7148	1008	810	1346	1220	1738	601
EMPLOYEE ENGAGEMENT	66%	74%	67%	66%	63%	63%	64%
ENGAGEMENT WITH WORK	74%	81%	75%	74%	71%	73%	75%
SENIOR MANAGERS	53%	67%	55%	51%	49%	51%	51%
COMMUNICATION	67%	77%	67%	65%	63%	65%	64%
HIGH PERFORMANCE	67%	76%	69%	65%	64%	65%	66%
PUBLIC SECTOR VALUES	66%	77%	68%	65%	62%	65%	64%
DIVERSITY & INCLUSION	74%	81%	75%	74%	71%	73%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	7148	4106	481	979	251	629	81	1415	1691	62	565	152	169	1487
EMPLOYEE ENGAGEMENT	66%	68%	69%	69%	68%	66%	66%	70%	70%	61%	66%	65%	65%	61%
ENGAGEMENT WITH WORK	74%	76%	78%	79%	75%	74%	76%	82%	80%	65%	71%	73%	69%	70%
SENIOR MANAGERS	53%	57%	59%	58%	54%	52%	51%	63%	62%	56%	53%	54%	50%	45%
COMMUNICATION	67%	71%	74%	72%	68%	69%	68%	75%	75%	66%	68%	68%	62%	58%
HIGH PERFORMANCE	67%	70%	72%	70%	67%	67%	65%	74%	73%	67%	66%	68%	64%	61%
PUBLIC SECTOR VALUES	66%	69%	71%	71%	66%	67%	66%	74%	74%	68%	67%	67%	63%	59%
DIVERSITY & INCLUSION	74%	79%	81%	80%	76%	78%	77%	83%	83%	70%	75%	76%	71%	63%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Sydney East	Sydney West	Sydney - Inner West	Sydney - South West	Sydney - Parramatta	Newcastle and Lake Macquarie	Sydney - City and Inner South	Central Coast	Illawarra	Sydney - Outer South West	Far West and Orana	Sydney - Blacktown	Central West
NUMBER OF RESPONDENTS	7148	1909	1804	1333	934	469	455	331	208	188	147	144	132	123
EMPLOYEE ENGAGEMENT	66%	69%	71%	70%	72%	71%	52%	62%	59%	62%	67%	68%	67%	61%
ENGAGEMENT WITH WORK	74%	77%	78%	78%	79%	80%	65%	72%	68%	73%	76%	78%	70%	73%
SENIOR MANAGERS	53%	59%	61%	62%	62%	64%	34%	47%	38%	48%	56%	59%	55%	48%
COMMUNICATION	67%	73%	72%	75%	75%	75%	53%	64%	59%	61%	66%	67%	61%	56%
HIGH PERFORMANCE	67%	70%	72%	72%	73%	73%	54%	64%	60%	65%	67%	69%	67%	60%
PUBLIC SECTOR VALUES	66%	72%	72%	74%	73%	75%	51%	63%	56%	63%	67%	68%	64%	60%
DIVERSITY & INCLUSION	74%	80%	78%	82%	80%	80%	63%	74%	70%	69%	73%	75%	71%	66%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Hunter Valley exc Newcastle	Capital Region	Sydney - Outer West and Blue Mountains	Sydney - Inner South West	Richmond - Tweed	Riverina	New England and North West	Coffs Harbour - Grafton	Murray	Southern Highlands and Shoalhaven	Mid North Coast	Sydney - North Sydney and Hornsby	Sydney - Sutherland
NUMBER OF RESPONDENTS	7148	121	120	120	119	112	111	104	72	62	58	57	37	35
EMPLOYEE ENGAGEMENT	66%	63%	62%	67%	71%	61%	67%	68%	62%	63%	70%	65%	71%	68%
ENGAGEMENT WITH WORK	74%	74%	75%	77%	77%	74%	77%	79%	77%	73%	78%	69%	78%	77%
SENIOR MANAGERS	53%	52%	53%	48%	65%	47%	52%	49%	44%	45%	61%	50%	61%	53%
COMMUNICATION	67%	66%	63%	66%	74%	63%	66%	60%	63%	67%	75%	62%	77%	72%
HIGH PERFORMANCE	67%	70%	66%	67%	76%	64%	68%	66%	62%	63%	75%	65%	74%	71%
PUBLIC SECTOR VALUES	66%	67%	67%	65%	73%	62%	66%	62%	61%	62%	75%	63%	74%	72%
DIVERSITY & INCLUSION	74%	71%	68%	71%	78%	71%	77%	70%	72%	75%	75%	72%	78%	77%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Sydney - Eastern Suburbs	Sydney - Ryde	Sydney - Northern Beaches	Outside NSW	Sydney - Baukham Hills and Hawkesbury
NUMBER OF RESPONDENTS	7148	32	13	9	2	2
EMPLOYEE ENGAGEMENT	66%	60%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	75%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	53%	49%	(r)	(r)	(r)	(r)
COMMUNICATION	67%	60%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	60%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	60%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	65%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	7148	14	205	607	859	994	972	1007	839	717	374	116
EMPLOYEE ENGAGEMENT	66%	(r)	71%	70%	67%	67%	65%	65%	64%	62%	67%	66%
ENGAGEMENT WITH WORK	74%	(r)	76%	77%	73%	76%	74%	76%	75%	73%	76%	77%
SENIOR MANAGERS	53%	(r)	61%	57%	54%	57%	52%	54%	51%	48%	53%	54%
COMMUNICATION	67%	(r)	70%	71%	69%	71%	67%	66%	63%	63%	65%	68%
HIGH PERFORMANCE	67%	(r)	73%	71%	68%	69%	67%	66%	65%	64%	67%	68%
PUBLIC SECTOR VALUES	66%	(r)	71%	70%	68%	69%	66%	66%	65%	63%	66%	68%
DIVERSITY & INCLUSION	74%	(r)	77%	78%	76%	77%	74%	73%	71%	71%	74%	76%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Male	Female	Other
NUMBER OF RESPONDENTS	7148	1715	4910	137
EMPLOYEE ENGAGEMENT	66%	67%	66%	50%
ENGAGEMENT WITH WORK	74%	75%	75%	53%
SENIOR MANAGERS	53%	58%	53%	26%
COMMUNICATION	67%	72%	66%	43%
HIGH PERFORMANCE	67%	69%	67%	43%
PUBLIC SECTOR VALUES	66%	71%	66%	41%
DIVERSITY & INCLUSION	74%	78%	74%	50%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Administration	Business Enabler and Manager (Legal, IT, Finance, HR)	Child Protection	Client Service Officer and Manager	Disability Services	Policy/Project/Program Officer and Manager	Property and Asset Management	Psychologist	Senior Executive	Other
NUMBER OF RESPONDENTS	7148	807	531	1968	1114	153	1060	225	71	128	769
EMPLOYEE ENGAGEMENT	66%	68%	74%	63%	66%	46%	67%	66%	58%	83%	64%
ENGAGEMENT WITH WORK	74%	75%	82%	72%	76%	56%	76%	68%	73%	95%	73%
SENIOR MANAGERS	53%	57%	70%	47%	52%	28%	57%	46%	57%	87%	51%
COMMUNICATION	67%	69%	80%	62%	64%	50%	71%	64%	64%	91%	66%
HIGH PERFORMANCE	67%	70%	77%	65%	65%	45%	68%	61%	70%	90%	65%
PUBLIC SECTOR VALUES	66%	69%	80%	63%	63%	43%	70%	62%	71%	91%	65%
DIVERSITY & INCLUSION	74%	79%	85%	69%	71%	58%	80%	72%	73%	93%	72%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Administration	Business Enabler (Legal, IT, Finance, HR)	Business Manager (Legal, IT, Finance, HR)	Child Protection Caseworker	Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)	Caseworker - Helpline	Casework Support Worker	Casework Specialist	Manager - Child Protection (Manager Casework and Manager Client Services)	Asset Management	Client Liaison Officer / Client Service Officer (field and HCC)	Housing Manager / Housing Team Leader	Property Management
NUMBER OF RESPONDENTS	7148	784	417	84	1128	96	149	112	105	317	142	790	133	60
EMPLOYEE ENGAGEMENT	66%	67%	75%	77%	58%	60%	68%	68%	71%	68%	64%	67%	68%	64%
ENGAGEMENT WITH WORK	74%	73%	83%	91%	66%	74%	74%	80%	88%	81%	63%	75%	80%	69%
SENIOR MANAGERS	53%	56%	70%	72%	42%	45%	54%	53%	60%	56%	40%	51%	54%	54%
COMMUNICATION	67%	68%	80%	86%	58%	63%	68%	66%	75%	66%	59%	64%	65%	64%
HIGH PERFORMANCE	67%	68%	77%	80%	61%	63%	69%	68%	74%	71%	56%	64%	69%	67%
PUBLIC SECTOR VALUES	66%	67%	80%	82%	59%	60%	67%	66%	74%	69%	56%	63%	68%	64%
DIVERSITY & INCLUSION	74%	77%	85%	90%	64%	72%	72%	75%	82%	75%	70%	71%	75%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Disability Case Manager	Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	Coordinator Accommodation and Respite	Manager / Residential Unit Nurse Manager / Nurse Unit Manager	Large Residential Centre (LRC) Manager	Disability Clinician	Disability Team Leader	Disability Support Worker	Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	Psychologist	Policy/Program/Project Officer	Policy/Program/Project Manager	Senior Executive Band 1
NUMBER OF RESPONDENTS	7148	5	22	2	23	2	4	5	17	52	70	762	292	124
EMPLOYEE ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	30%	59%	67%	68%	82%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	74%	73%	81%	95%
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	7%	58%	55%	64%	84%
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	28%	66%	69%	77%	88%
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	28%	72%	67%	72%	88%
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	22%	72%	69%	75%	89%
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	36%	74%	79%	83%	90%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Family & Community Services	Senior Executive Band 2 and 3	Other
NUMBER OF RESPONDENTS	7148	31	1072
EMPLOYEE ENGAGEMENT	66%	87%	66%
ENGAGEMENT WITH WORK	74%	99%	75%
SENIOR MANAGERS	53%	95%	53%
COMMUNICATION	67%	95%	67%
HIGH PERFORMANCE	67%	94%	66%
PUBLIC SECTOR VALUES	66%	97%	66%
DIVERSITY & INCLUSION	74%	96%	74%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

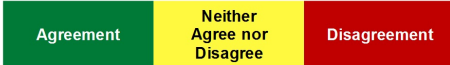
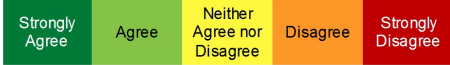
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

i HOW TO READ THIS REPORT

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



i ROUNDING

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

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

i MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.