



2019 | NSW Public Sector
Employee Survey

DEPARTMENT REPORT

Finance and Services

Department of Finance, Services and Innovation



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RESPONSE RATE

82%

5,313 OF 6,440 RESPONDENTS

RESPONSE RATE 2018: 88%

EMPLOYEE ENGAGEMENT

64% —

DIFFERENCE FROM 2018 0 (64%)

DIFFERENCE FROM CLUSTER -3 (67%)

DIFFERENCE FROM PUBLIC SECTOR -2 (66%)

ENGAGEMENT WITH WORK

69% ↓

DIFFERENCE FROM 2018 -1 (70%)

DIFFERENCE FROM CLUSTER -2 (71%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

SENIOR MANAGERS

54% ↑

DIFFERENCE FROM 2018 +1 (53%)

DIFFERENCE FROM CLUSTER -3 (57%)

DIFFERENCE FROM PUBLIC SECTOR +4 (50%)

COMMUNICATION

67% ↑

DIFFERENCE FROM 2018 +2 (66%)

DIFFERENCE FROM CLUSTER -1 (68%)

DIFFERENCE FROM PUBLIC SECTOR +5 (62%)

HIGH PERFORMANCE

66% ↑

DIFFERENCE FROM 2018 +1 (66%)

DIFFERENCE FROM CLUSTER -3 (69%)

DIFFERENCE FROM PUBLIC SECTOR +2 (65%)

PUBLIC SECTOR VALUES

67% ↑

DIFFERENCE FROM 2018 +1 (66%)

DIFFERENCE FROM CLUSTER -2 (69%)

DIFFERENCE FROM PUBLIC SECTOR +4 (62%)

DIVERSITY & INCLUSION

75% ↑

DIFFERENCE FROM 2018 +2 (74%)

DIFFERENCE FROM CLUSTER 0 (75%)

DIFFERENCE FROM PUBLIC SECTOR +6 (69%)

FLEXIBLE WORKING SATISFACTION

73% ↑

DIFFERENCE FROM 2018 +1 (72%)

DIFFERENCE FROM CLUSTER +6 (67%)

DIFFERENCE FROM PUBLIC SECTOR +14 (59%)

ACTION ON RESULTS

49% ↑

DIFFERENCE FROM 2018 +1 (48%)

DIFFERENCE FROM CLUSTER -1 (50%)

DIFFERENCE FROM PUBLIC SECTOR +9 (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	88%	87%
1a. I understand what is expected of me to do well in my role	86%	86%
1g. I know how to address a health and safety issue I have identified	85%	83%
2c. I receive help and support from other members of my workgroup	84%	84%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%	80%
5b. My manager listens to what I have to say	80%	79%
2e. People in my workgroup treat each other with respect	80%	80%
2b. My workgroup works collaboratively to achieve its objectives	80%	80%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	78%	76%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	39%	41%
7c. I feel that change is managed well in my organisation	40%	40%
11a. I have confidence in the ways my organisation resolves grievances	44%	43%
3g. I am satisfied with the opportunities available for career development in my organisation	45%	47%
6b. I feel that senior managers effectively lead and manage change	49%	49%
10a. I believe action will be taken on the results from this survey by my organisation	49%	48%
6h. I feel that senior managers listen to employees	49%	49%
5h. My manager deals appropriately with employees who perform poorly	49%	48%
7d. There is good co-operation between teams across our organisation	50%	50%
7e. People in my organisation take responsibility for their own actions	50%	52%



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

	AGREEMENT 2019	AGREEMENT 2018
6g. I feel that senior managers keep employees informed about what's going on	56%	53%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	72%	69%
3e. My performance is assessed against clear criteria	59%	56%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%	80%
8c. I am able to speak up and share a different view to my colleagues and manager	75%	72%
6i. Senior managers in my organisation support the career advancement of women	67%	65%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	76%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	78%	76%
5d. My manager encourages and values employee input	78%	76%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	70%	68%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	39%	41%
3g. I am satisfied with the opportunities available for career development in my organisation	45%	47%
7e. People in my organisation take responsibility for their own actions	50%	52%
7f. My organisation is committed to developing its employees	51%	53%
1c. My job gives me a feeling of personal accomplishment	70%	71%
1d. I feel motivated to contribute more than what is normally required at work	70%	71%
7b. My organisation is making the necessary improvements to meet our future challenges	61%	62%
7m. My organisation inspires me to do the best in my job	54%	55%
6a. I believe senior managers provide clear direction for the future of the organisation	52%	53%
1e. I am satisfied with my job	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



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



Q7m. My organisation inspires me to do the best in my job



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



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



Q7m. My organisation inspires me to do the best in my job



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



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



Q7m. My organisation inspires me to do the best in my job



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: 5313

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	43	Senior Executive (ongoing/permanent or term)	4	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22
Female	54	Ongoing/Permanent (other than senior executive)	79	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)	16
Other	3	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	7
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17
Age	Survey %	Contract – Non Executive	7	Policy	4
15 - 34 years	22	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	1
35 - 54 years	61	Other	0	Program and project management support	14
55+ years	18	Don't know	1	Legal (including developing and/or reviewing legislation)	3
				Other	18
LOTE spoken at home	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
Yes	21	Yes	9	Less than 1 year	15
No	72	No	91	1 - 2 years	16
Prefer not to say	7			2 - 5 years	23
		Supervisors	Survey %	5 - 10 years	17
Aboriginal and/or Torres Strait Islanders	Survey %	Yes	29	10 - 20 years	21
Yes	2	No	71	More than 20 years	8
No	91			Salary	Survey %
Prefer not to say	7	Working arrangement	Survey %	\$83,402 and below	24
		Full-time	90	\$83,403 - \$108,043	30
Disability	Survey %	Part-time	10	\$108,044 - \$144,520	24
Yes	4			\$144,521 and above	11
No	91			Prefer not to say	12
Prefer not to say	6				
LGBTI	Survey %				
Yes	4				
No	89				
Prefer not to say	7				

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.

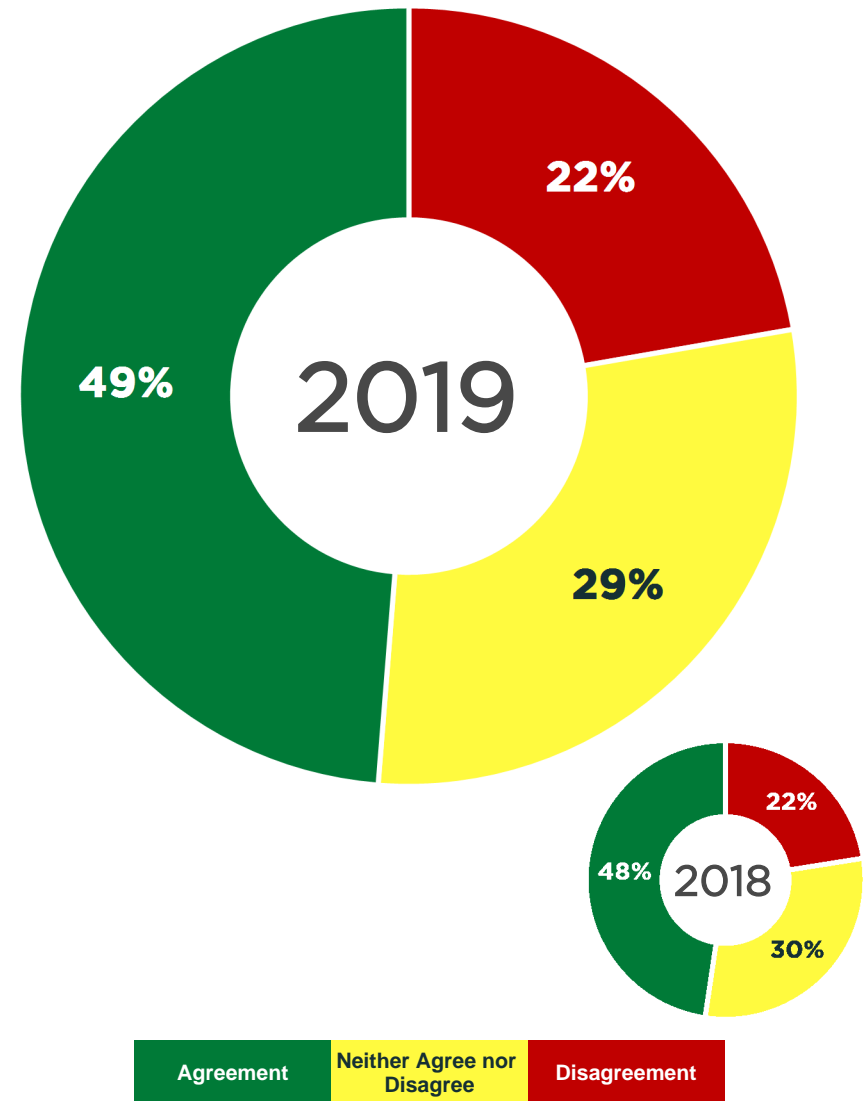
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49%

of employees replied favourably to:

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

39%	50%	48%
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	51%	53%	56%	53%
2	Q6c. I feel that senior managers model the values of my organisation	55%	54%	58%	52%
3	Q6h. I feel that senior managers listen to employees	49%	49%	51%	44%
4	Q7h. My organisation generally selects capable people to do the job	56%	56%	58%	54%
5	Q7a. My organisation focuses on improving the work we do	73%	73%	77%	69%
6	Q6b. I feel that senior managers effectively lead and manage change	49%	49%	52%	47%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Finance, Services and Innovation

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 Finance, Services and Innovation	Better Regulation	Government and Corporate Services	ICT and Digital Government	Office of the Secretary	Property and Advisory Group	Revenue NSW	State Insurance Regulatory Authority	Workers Compensation Commission	Workers Compensation Independent Review Office
NUMBER OF RESPONDENTS	5313	1381	841	643	78	657	1234	322	60	49
EMPLOYEE ENGAGEMENT	64%	65%	66%	67%	60%	65%	60%	59%	66%	80%
ENGAGEMENT WITH WORK	69%	69%	75%	71%	69%	69%	63%	66%	69%	91%
SENIOR MANAGERS	54%	54%	60%	59%	55%	60%	46%	44%	49%	74%
COMMUNICATION	67%	67%	74%	71%	69%	70%	61%	64%	51%	76%
HIGH PERFORMANCE	66%	65%	70%	71%	72%	68%	63%	60%	60%	82%
PUBLIC SECTOR VALUES	67%	66%	72%	70%	68%	70%	61%	60%	61%	80%
DIVERSITY & INCLUSION	75%	74%	82%	80%	82%	76%	70%	75%	61%	83%

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

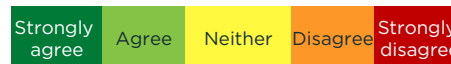
Questions are grouped by topics in this report.

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	64% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	19	42	24	10	61%	61%	66%	62%
Q7j. I am proud to tell others I work for my organisation	22	42	24	7	64%	64%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	20	36	27	11	56%	56%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	16	40	27	11	55%	56%	60%	56%
Q7m. My organisation inspires me to do the best in my job	16	38	28	12	54%	55%	60%	56%

KEY





EXPLORE THE FULL RESULTS

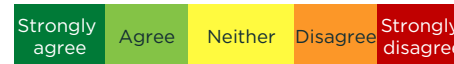
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	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	25	46	16	9	70%	71%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	28	42	15	10	70%	71%	72%	72%
Q1e. I am satisfied with my job	21	46	17	11	67%	68%	69%	69%

KEY





EXPLORE THE FULL RESULTS

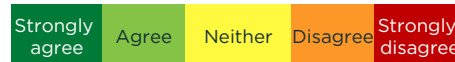
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SENIOR MANAGERS	54% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	38	24	16	9	52%	53%	56%	51%
Q6b. I feel that senior managers effectively lead and manage change	13	36	24	16	11	49%	49%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	15	40	25	11	9	55%	54%	58%	52%
Q6d. Senior managers encourage innovation by employees	15	41	26	11		57%	56%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	27	10		58%	56%	60%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	50	17			72%	69%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	40	20	14	10	56%	53%	57%	48%
Q6h. I feel that senior managers listen to employees	13	35	26	15	11	49%	49%	51%	44%
Q7c. I feel that change is managed well in my organisation	9	31	27	20	13	40%	40%	46%	42%

KEY





EXPLORE THE FULL RESULTS

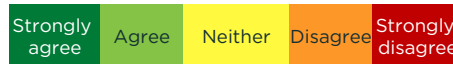
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COMMUNICATION	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	33	42	13	8	75%	74%	76%	72%	
Q5d. My manager encourages and values employee input	36	42	12		78%	76%	78%	73%	
Q5e. My manager involves my workgroup in decisions about our work	31	40	15	8	72%	70%	73%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	40	20	14	10	56%	53%	57%	48%
Q6h. I feel that senior managers listen to employees	13	35	26	15	11	49%	49%	51%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	49	13	7		75%	72%	76%	69%

KEY





EXPLORE THE FULL RESULTS

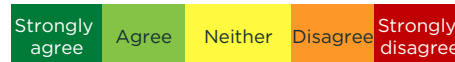
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE			66% 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	34	52	7		86%	86%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	37	43	11		80%	80%	82%	79%
Q3f. I have received appropriate training and development to do my job well	17	42	24	12	58%	58%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	46	14		78%	76%	80%	75%
Q5f. I have confidence in the decisions my manager makes	33	39	16		72%	71%	74%	69%
Q6d. Senior managers encourage innovation by employees	15	41	26	11	57%	56%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	27	10	58%	56%	60%	53%
Q7a. My organisation focuses on improving the work we do	20	54	16		73%	73%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	45	23	11	61%	62%	65%	57%

KEY



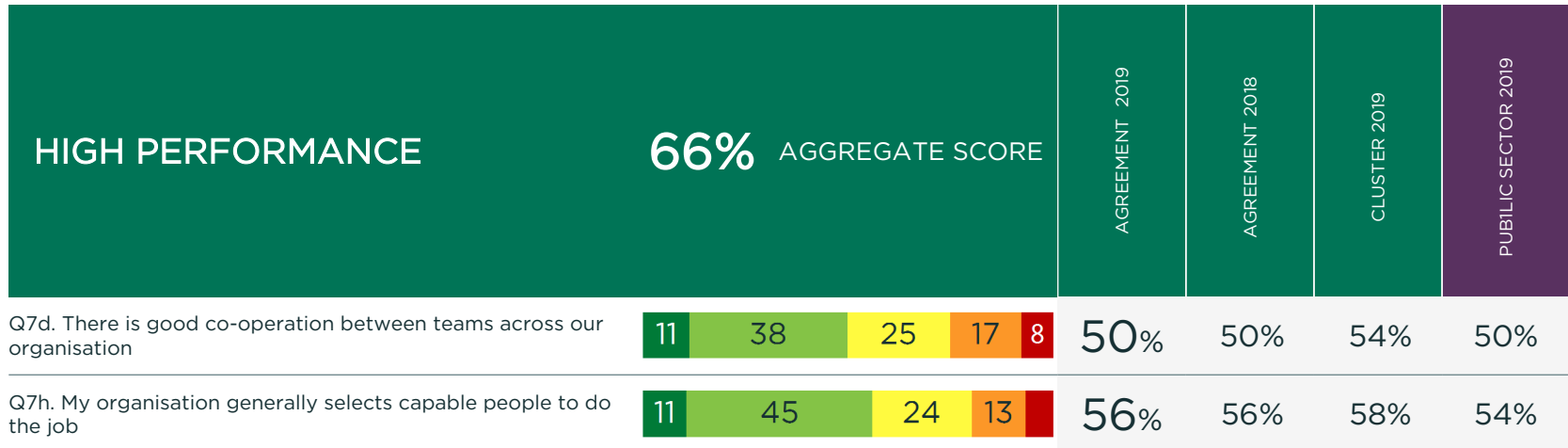


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





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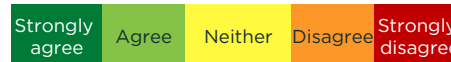
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	67% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	42	45	7	88%	87%	89%	86%	
Q2e. People in my workgroup treat each other with respect	40	40	11	80%	80%	81%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	46	14	78%	76%	80%	75%		
Q5b. My manager listens to what I have to say	37	43	10	80%	79%	81%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	38	24	16	9	52%	53%	56%	51%
Q6c. I feel that senior managers model the values of my organisation	15	40	25	11	9	55%	54%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	50	17			72%	69%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	40	20	14	10	56%	53%	57%	48%
Q6h. I feel that senior managers listen to employees	13	35	26	15	11	49%	49%	51%	44%

KEY



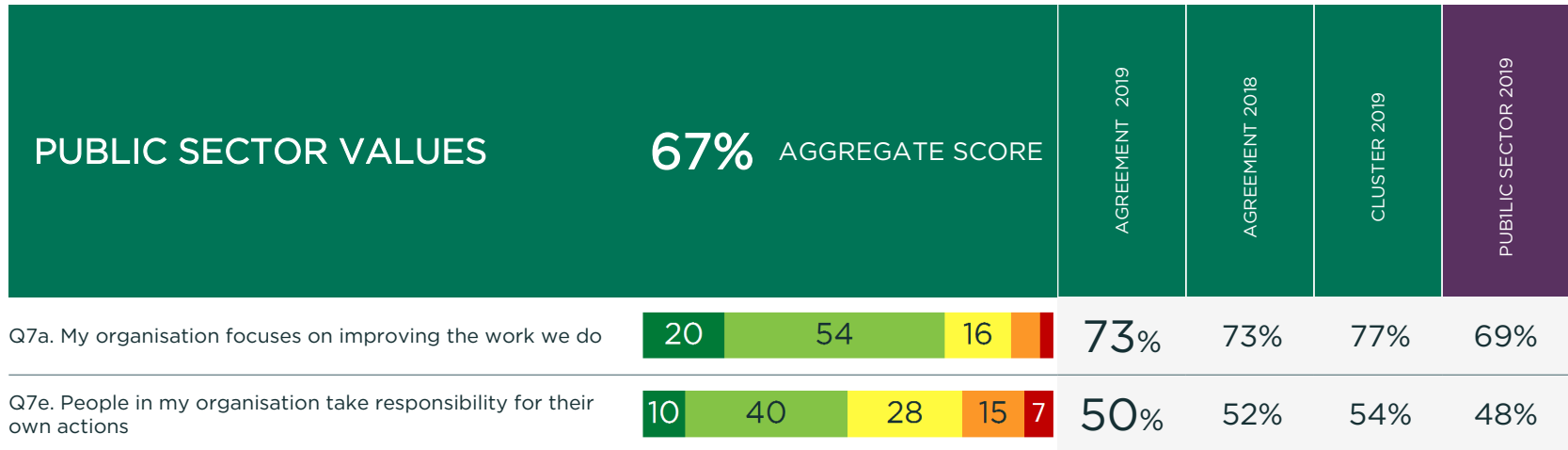


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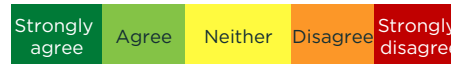
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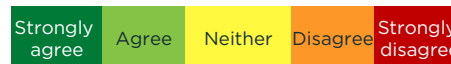
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	75% 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	22	46	15	13	67%	67%	70%	67%
Q5b. My manager listens to what I have to say	37	43	10		80%	79%	81%	76%
Q5d. My manager encourages and values employee input	36	42	12		78%	76%	78%	73%
Q6i. Senior managers in my organisation support the career advancement of women	27	40	25		67%	65%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	51	12		82%	80%	84%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	31	47	13		78%	76%	81%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	49	13	7	75%	72%	76%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	36	38	14	8	73%	72%	67%	59%
Q8e. My manager supports flexible working in my team	41	37	13		78%	76%	73%	63%

KEY



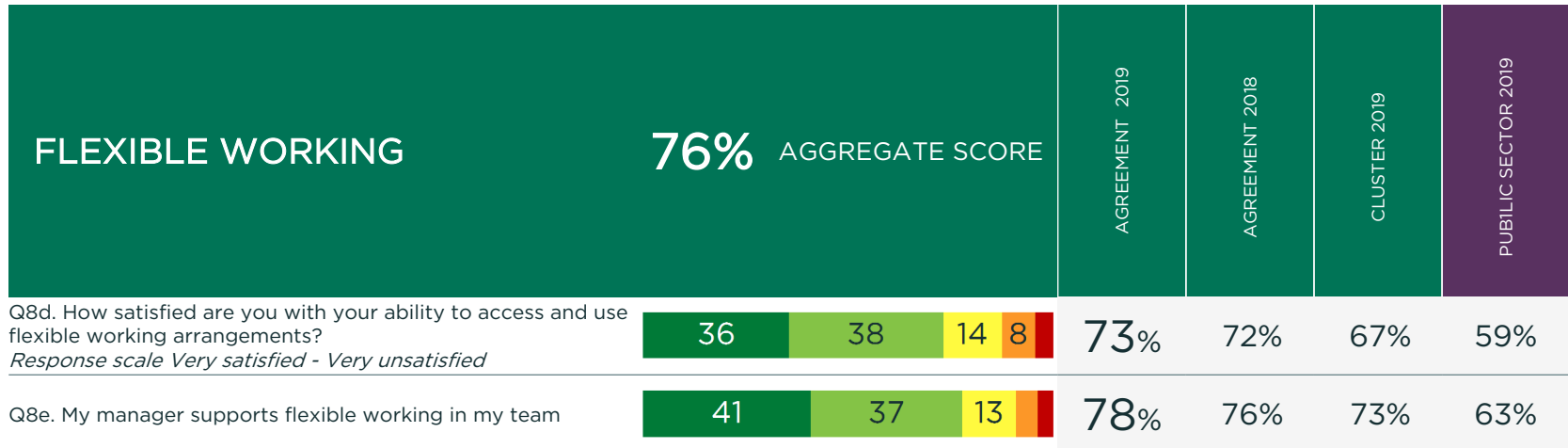


EXPLORE THE FULL RESULTS

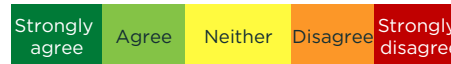
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KEY



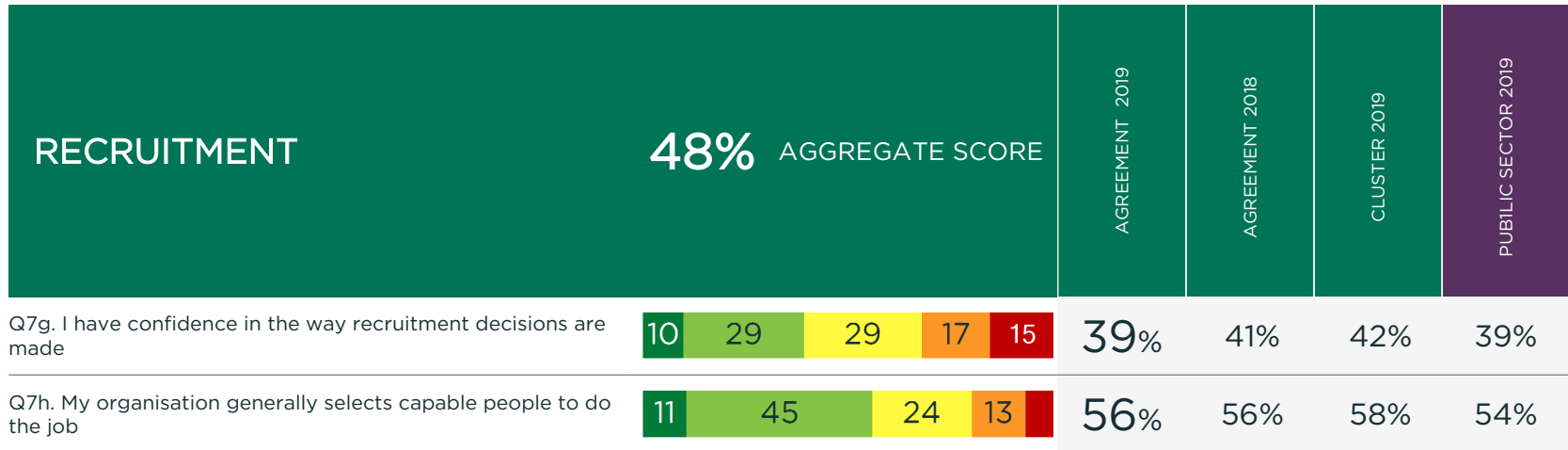


EXPLORE THE FULL RESULTS

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

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

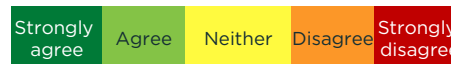
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

58% 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%	68%	72%	66%
Q3e. My performance is assessed against clear criteria		59%	56%	63%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		45%	47%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		74%	73%	75%	69%
Q5h. My manager deals appropriately with employees who perform poorly		49%	48%	53%	48%
Q7f. My organisation is committed to developing its employees		51%	53%	56%	53%

KEY





EXPLORE THE FULL RESULTS

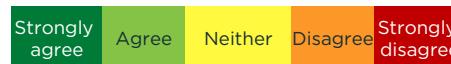
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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	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	22	46	15	13	67%	67%	70%	67%
Q1f. I am able to keep my work stress at an acceptable level	17	49	16	12	66%	66%	68%	61%
Q2c. I receive help and support from other members of my workgroup	40	44	9		84%	84%	85%	81%
Q2d. There is good team spirit in my workgroup	35	37	14	9	73%	72%	75%	70%

KEY



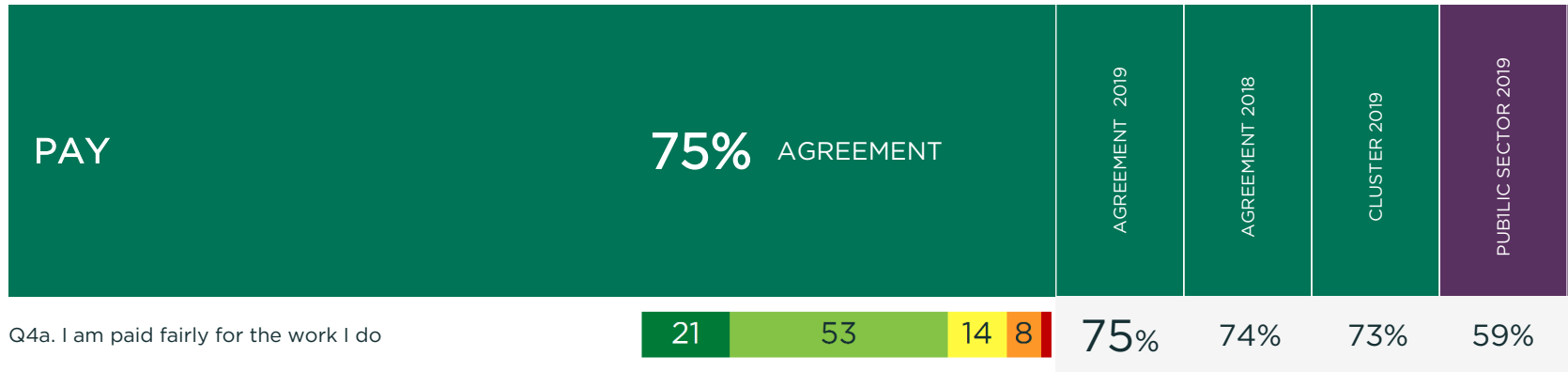


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



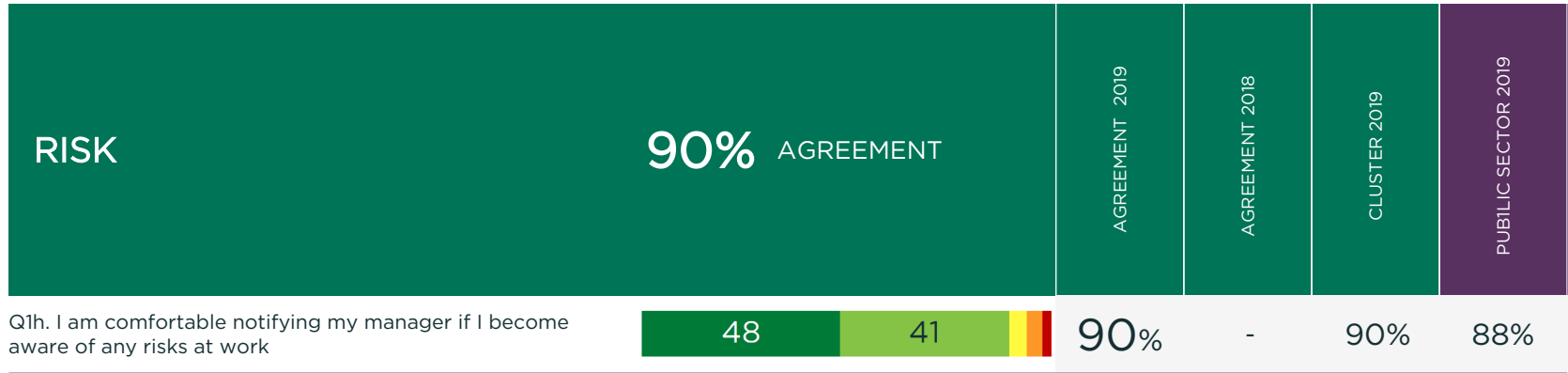


EXPLORE THE FULL RESULTS

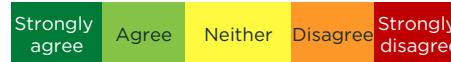
Questions are grouped by topics in this report.

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



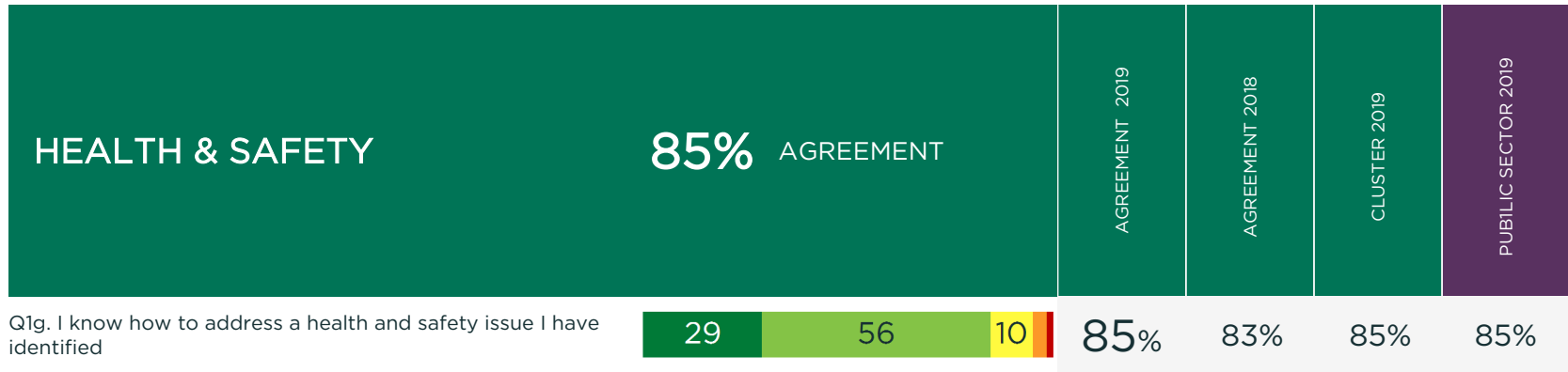


EXPLORE THE FULL RESULTS

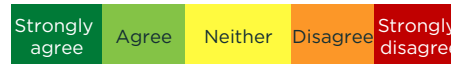
Questions are grouped by topics in this report.

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

49% 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%

WORKPLACE CONDUCT

44% AGREEMENT

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



44%

43%

48%

41%

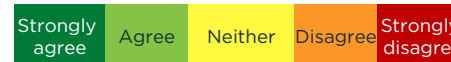
AGREEMENT 2019

AGREEMENT 2018

CLUSTER 2019

PUBLIC SECTOR 2019

KEY



WELLBEING AND ENGAGEMENT



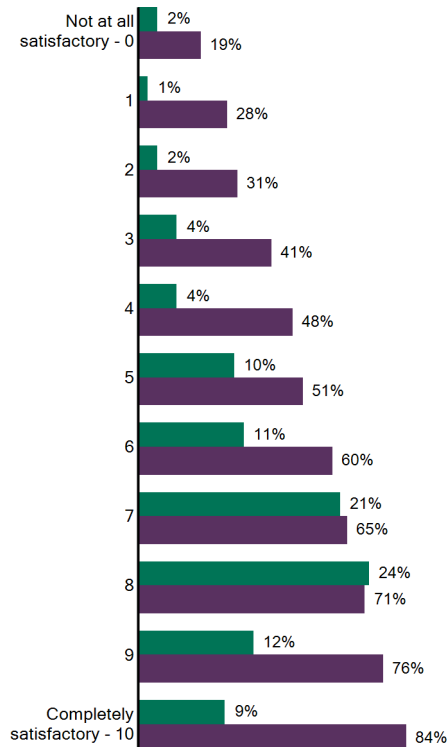
EXPLORE THE FULL RESULTS

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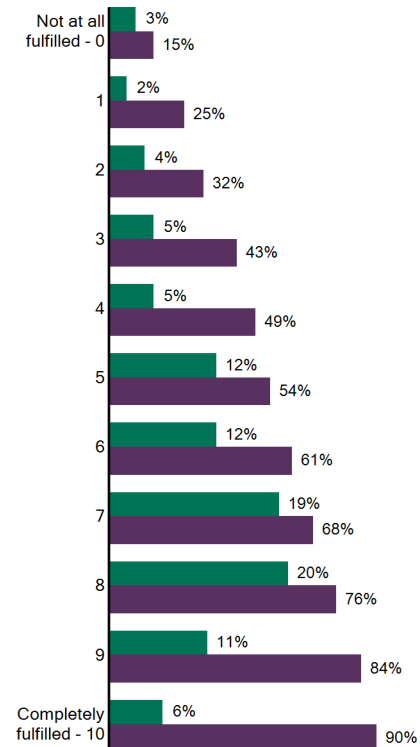
This compares Wellbeing to Engagement.

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



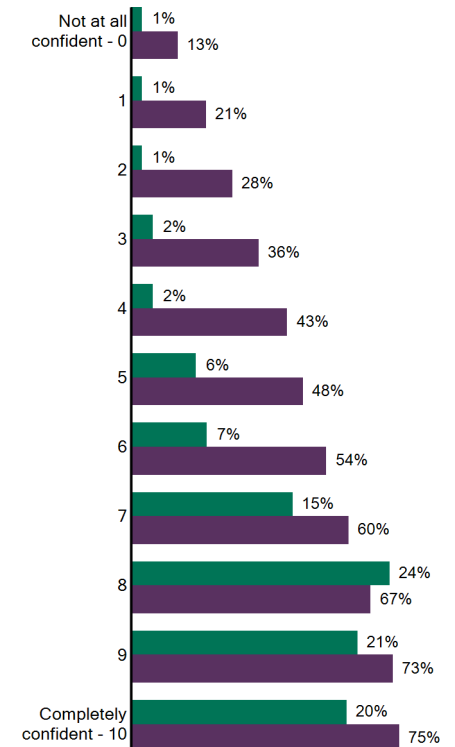
Proportion of respondents answering each response option

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		84%	79%	83%	71%
No		16%	21%	17%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		81%	79%	82%	76%
No		19%	21%	18%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		72%	67%	72%	60%
No		28%	33%	28%	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%	46%	48%	41%
No		53%	54%	52%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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 promotion opportunities		35%	-	33%	28%
Lack of visible opportunities		35%	-	34%	29%
Geographic location considerations		28%	-	28%	25%
There are no major barriers to my career progression		26%	-	26%	29%
The application/recruitment process is too cumbersome or time consuming		26%	-	24%	22%
Personal/family considerations		25%	-	26%	29%
Lack of support for temporary assignments/secondments		18%	-	17%	15%
Insufficient training and development		16%	-	16%	15%
Lack of support from my manager/supervisor		13%	-	13%	13%
Lack of required capabilities or experience		12%	-	13%	11%
Other		10%	-	10%	9%

% are calculated with the number of unique respondents (N = 5,173 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		20%	18%	20%	27%
No		64%	63%	63%	56%
Don't know		16%	19%	17%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		59%	61%	60%	65%
No		38%	37%	36%	32%
Don't know		3%	1%	4%	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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		23%	24%	24%	33%
No		67%	65%	67%	57%
Don't know		10%	11%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		12%	12%	12%	18%
No		81%	80%	81%	75%
Don't know		7%	8%	7%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

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%	25%	27%	23%
A fellow worker at your level		24%	20%	25%	27%
A senior manager		22%	27%	20%	21%
Prefer not to say		15%	17%	16%	13%
A subordinate		7%	6%	5%	7%
Other		6%	3%	5%	5%
A client or customer		2%	1%	1%	3%
A member of the public other than a client or customer		0%	-	0%	1%



EXPLORE THE FULL RESULTS

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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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	1%	1%	1%	4%
No	97%	97%	97%	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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	80%	73%	68%	38%
A member of the public	10%	9%	20%	36%
Other	4%	4%	2%	19%
Prefer not to say	6%	13%	10%	7%



EXPLORE THE FULL RESULTS

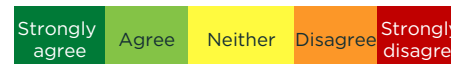
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FINANCE AND SERVICES CUSTOMISED QUESTIONS		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q7. My workplace is a place that gets things done		73%	-	77%
Q8. My workplace is a place where people can have honest conversations		63%	-	65%
Q9. My workplace is a great place to work		63%	-	68%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q1. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?

		2019	CLUSTER 2019
Secretary and executive team		5%	5%
Deputy Secretary and executive team		11%	8%
Executive Directors		20%	18%
Directors		32%	26%
The managers of my manager/team leader		32%	42%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q2. How effective have senior managers been in seeking further feedback and insight from you on the PMES results?

Very effective		12%	12%
Effective		34%	33%
Neither effective nor ineffective		37%	38%
Ineffective		10%	10%
Very ineffective		7%	6%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q3. How effective have senior managers been in implementing clear and relevant action plans to address the PMES results?

		2019	CLUSTER 2019
Very effective		10%	10%
Effective		34%	35%
Neither effective nor ineffective		40%	40%
Ineffective		11%	10%
Very ineffective		5%	5%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q4. How satisfied are you with working in an activity based working environment?

Very satisfied		17%	18%
Satisfied		34%	38%
Neither satisfied or unsatisfied		19%	20%
Unsatisfied		7%	7%
Very unsatisfied		6%	5%
Not applicable (not currently working in ABW environment)		16%	12%



EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q5. If you are not using flexible work options what is the main reason? (flexible work includes flexible start and finish times, part-time, casual, job share, working from home, another

		2019	CLUSTER 2019
The requirements of the role or work environment do not allow it		17%	25%
Personal circumstances do not allow it		1%	2%
Cannot reach agreement with manager		5%	6%
Personal choice		11%	12%
Not Applicable - I am currently using flexible work options		66%	56%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q6. What action or activity would you recommend to peers as most important for career development?

		2019	CLUSTER 2019
Networking with peers		8%	7%
Networking with senior leaders		12%	12%
Formal training for technical skills		13%	14%
Self-directed learning (e.g. online courses)		4%	4%
Formal leadership program		4%	4%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q6. What action or activity would you recommend to peers as most important for career development?

Temporary work or placement in another role (e.g. secondment, stretch assignment, project work)		32%	30%
Taking on a coach or mentor		8%	9%
Shadowing - observing a colleague to learn new skills		9%	11%
Developing experience or exposure in another agency		5%	4%
Developing experience or exposure in the private sector		4%	3%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q10. Applying the “7 habits of highly effective people” has been valuable in improving my work performance and behaviours

Strongly agree		7%	9%
Agree		19%	23%
Neither agree nor disagree		21%	22%
Disagree		6%	6%
Strongly disagree		6%	6%
Not Applicable - - I have not received training in the '7 habits of highly effective people'		41%	34%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		43%
Female		54%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	7%
30-34	■	12%
35-39	■	16%
40-44	■	16%
45-49	■	16%
50-54	■	12%
55-59	■	10%
60-64		5%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

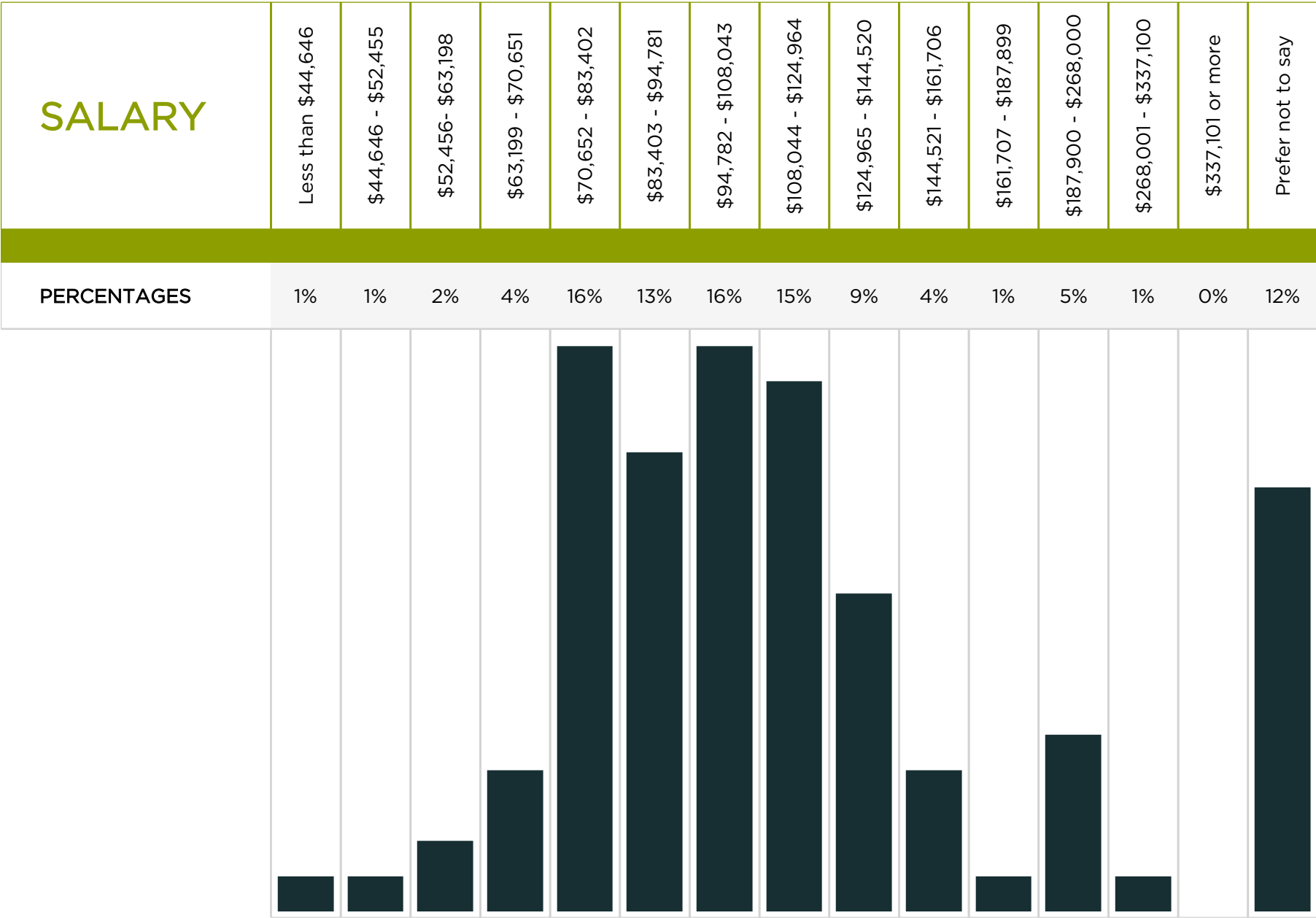
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	16%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17%
Policy	4%
Research	1%
Program and project management support	14%
Legal (including developing and/or reviewing legislation)	3%
Other	18%

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		16%
2 - 5 years		23%
5 - 10 years		17%
10 - 20 years		21%
More than 20 years		8%

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		75%
Working from home		50%
Working from different locations		27%
Working additional hours to make up for time off		24%
Working more hours over fewer days		12%
None of the above		9%
Part-time work		9%

% are calculated with the number of unique respondents (N = 5,071 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Leave without pay		7%
Flexible scheduling for rostered workers		3%
Purchasing annual leave		2%
Study leave		2%
Other		2%
Job sharing		1%

% are calculated with the number of unique respondents (N = 5,071 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 Finance, Services and Innovation	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	5313	1102	792	344	854	208	47	693	141	888
EMPLOYEE ENGAGEMENT	64%	62%	64%	67%	65%	58%	67%	67%	72%	63%
ENGAGEMENT WITH WORK	69%	66%	70%	70%	71%	66%	62%	73%	84%	67%
SENIOR MANAGERS	54%	48%	53%	62%	57%	51%	55%	62%	63%	52%
COMMUNICATION	67%	63%	65%	70%	71%	65%	66%	73%	75%	66%
HIGH PERFORMANCE	66%	62%	65%	72%	69%	64%	66%	71%	73%	65%
PUBLIC SECTOR VALUES	67%	62%	66%	71%	69%	65%	66%	73%	75%	64%
DIVERSITY & INCLUSION	75%	70%	75%	79%	79%	75%	76%	80%	82%	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

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 Finance, Services and Innovation	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	5313	26	48	111	220	778	664	820	728	465	209	59	228	50
EMPLOYEE ENGAGEMENT	64%	(r)	66%	64%	63%	64%	64%	63%	63%	68%	65%	68%	71%	81%
ENGAGEMENT WITH WORK	69%	(r)	60%	61%	59%	66%	70%	69%	70%	78%	76%	73%	82%	92%
SENIOR MANAGERS	54%	(r)	49%	53%	53%	54%	56%	52%	53%	59%	58%	66%	65%	77%
COMMUNICATION	67%	(r)	60%	60%	63%	65%	68%	68%	68%	76%	71%	75%	76%	88%
HIGH PERFORMANCE	66%	(r)	65%	66%	65%	67%	68%	66%	65%	72%	69%	71%	75%	86%
PUBLIC SECTOR VALUES	67%	(r)	61%	64%	65%	66%	68%	66%	66%	73%	71%	75%	75%	86%
DIVERSITY & INCLUSION	75%	(r)	68%	69%	70%	72%	76%	77%	77%	84%	80%	78%	84%	93%

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 Finance, Services and Innovation	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	5313	8	603
EMPLOYEE ENGAGEMENT	64%	(r)	60%
ENGAGEMENT WITH WORK	69%	(r)	64%
SENIOR MANAGERS	54%	(r)	48%
COMMUNICATION	67%	(r)	60%
HIGH PERFORMANCE	66%	(r)	59%
PUBLIC SECTOR VALUES	67%	(r)	61%
DIVERSITY & INCLUSION	75%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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 Finance, Services and Innovation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	5313	764	795	1157	873	1034	384
EMPLOYEE ENGAGEMENT	64%	71%	67%	65%	61%	61%	61%
ENGAGEMENT WITH WORK	69%	76%	74%	71%	64%	66%	66%
SENIOR MANAGERS	54%	68%	58%	56%	49%	48%	49%
COMMUNICATION	67%	78%	72%	69%	63%	62%	62%
HIGH PERFORMANCE	66%	75%	70%	68%	63%	63%	61%
PUBLIC SECTOR VALUES	67%	77%	71%	68%	62%	63%	62%
DIVERSITY & INCLUSION	75%	82%	80%	77%	72%	72%	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

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 Finance, Services and Innovation	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	5313	3813	599	1193	177	453	55	1384	2556	110	361	108	80	475
EMPLOYEE ENGAGEMENT	64%	65%	66%	66%	68%	62%	68%	67%	66%	63%	66%	70%	58%	63%
ENGAGEMENT WITH WORK	69%	71%	70%	71%	69%	61%	67%	76%	73%	63%	70%	76%	59%	65%
SENIOR MANAGERS	54%	55%	57%	55%	56%	52%	55%	59%	58%	49%	58%	63%	48%	50%
COMMUNICATION	67%	69%	71%	69%	68%	67%	70%	73%	72%	63%	70%	76%	63%	62%
HIGH PERFORMANCE	66%	67%	69%	68%	69%	66%	70%	71%	69%	63%	69%	74%	61%	62%
PUBLIC SECTOR VALUES	67%	68%	69%	68%	68%	66%	68%	72%	70%	62%	69%	74%	59%	62%
DIVERSITY & INCLUSION	75%	78%	79%	79%	77%	77%	82%	83%	81%	72%	78%	84%	70%	64%

*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

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	Department of Finance, Services and Innovation	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Central Coast	Central West	Hunter Valley exc Newcastle	Newcastle and Lake Macquarie	Sydney - Baulkham Hills and Hawkesbury	Illawarra	Coffs Harbour - Grafton	Sydney - South West	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	5313	1817	1067	1742	924	624	424	188	116	57	55	54	42	41
EMPLOYEE ENGAGEMENT	64%	67%	64%	66%	63%	64%	63%	58%	69%	60%	60%	71%	70%	79%
ENGAGEMENT WITH WORK	69%	73%	69%	72%	69%	70%	66%	63%	73%	66%	65%	78%	83%	86%
SENIOR MANAGERS	54%	60%	53%	59%	53%	50%	53%	44%	56%	44%	54%	69%	48%	75%
COMMUNICATION	67%	72%	66%	72%	65%	66%	66%	59%	69%	64%	71%	70%	68%	83%
HIGH PERFORMANCE	66%	70%	65%	70%	65%	66%	68%	63%	68%	59%	65%	74%	66%	80%
PUBLIC SECTOR VALUES	67%	72%	66%	72%	66%	65%	65%	59%	70%	57%	67%	76%	67%	83%
DIVERSITY & INCLUSION	75%	80%	74%	80%	73%	75%	75%	70%	77%	71%	74%	80%	80%	89%

*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

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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.

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Results are rounded and may not add up to 100%

	Department of Finance, Services and Innovation	Capital Region	Richmond - Tweed	Sydney - Outer West and Blue Mountains	Riverina	Far West and Orana	Sydney - Blacktown	Sydney - North Sydney and Hornsby	Mid North Coast	New England and North West	Murray	Southern Highlands and Shoalhaven	Sydney - Inner South West	Sydney - Ryde
NUMBER OF RESPONDENTS	5313	40	27	25	21	18	15	14	12	12	11	11	6	6
EMPLOYEE ENGAGEMENT	64%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	54%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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



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 Finance, Services and Innovation	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - Outer South West	Outside NSW	Sydney - Sutherland
NUMBER OF RESPONDENTS	5313	4	4	4	1	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	54%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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 Finance, Services and Innovation	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	5313	10	103	348	615	795	795	803	617	516	265	103
EMPLOYEE ENGAGEMENT	64%	(r)	68%	65%	65%	65%	64%	64%	64%	65%	66%	61%
ENGAGEMENT WITH WORK	69%	(r)	70%	67%	67%	69%	69%	69%	71%	72%	75%	70%
SENIOR MANAGERS	54%	(r)	62%	58%	57%	56%	54%	52%	54%	54%	56%	49%
COMMUNICATION	67%	(r)	74%	70%	70%	69%	67%	67%	67%	65%	68%	61%
HIGH PERFORMANCE	66%	(r)	74%	70%	69%	68%	66%	65%	66%	66%	68%	61%
PUBLIC SECTOR VALUES	67%	(r)	73%	70%	68%	68%	67%	66%	66%	66%	68%	62%
DIVERSITY & INCLUSION	75%	(r)	81%	77%	78%	77%	76%	75%	75%	75%	77%	69%

KEY

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GREATER THAN REPORT SCORE

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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 Finance, Services and Innovation	Male	Female	Other
NUMBER OF RESPONDENTS	5313	2175	2718	161
EMPLOYEE ENGAGEMENT	64%	66%	64%	42%
ENGAGEMENT WITH WORK	69%	72%	69%	46%
SENIOR MANAGERS	54%	56%	55%	23%
COMMUNICATION	67%	70%	68%	37%
HIGH PERFORMANCE	66%	68%	67%	37%
PUBLIC SECTOR VALUES	67%	69%	67%	38%
DIVERSITY & INCLUSION	75%	78%	75%	50%

KEY

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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

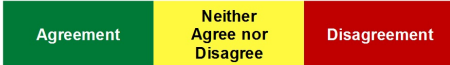
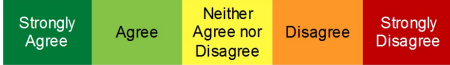
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.