



2019 | NSW Public Sector  
Employee Survey

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DEPARTMENT REPORT

Planning and Environment

# Department of Planning and Environment



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## RESPONSE RATE

# 86%

1,887 OF 2,195 RESPONDENTS

RESPONSE RATE 2018: 106%

## EMPLOYEE ENGAGEMENT

# 62%

DIFFERENCE FROM 2018 -3 (65%)

DIFFERENCE FROM CLUSTER -7 (69%)

DIFFERENCE FROM PUBLIC SECTOR -3 (66%)

## ENGAGEMENT WITH WORK

# 69%

DIFFERENCE FROM 2018 -4 (73%)

DIFFERENCE FROM CLUSTER -5 (74%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

## SENIOR MANAGERS

# 52%

DIFFERENCE FROM 2018 -5 (56%)

DIFFERENCE FROM CLUSTER 0 (51%)

DIFFERENCE FROM PUBLIC SECTOR +2 (50%)

## COMMUNICATION

# 67%

DIFFERENCE FROM 2018 -2 (69%)

DIFFERENCE FROM CLUSTER 0 (67%)

DIFFERENCE FROM PUBLIC SECTOR +5 (62%)

## HIGH PERFORMANCE

# 66%

DIFFERENCE FROM 2018 -3 (69%)

DIFFERENCE FROM CLUSTER -1 (66%)

DIFFERENCE FROM PUBLIC SECTOR +1 (65%)

## PUBLIC SECTOR VALUES

# 66%

DIFFERENCE FROM 2018 -4 (70%)

DIFFERENCE FROM CLUSTER 0 (66%)

DIFFERENCE FROM PUBLIC SECTOR +4 (62%)

## DIVERSITY & INCLUSION

# 76%

DIFFERENCE FROM 2018 -1 (77%)

DIFFERENCE FROM CLUSTER 0 (76%)

DIFFERENCE FROM PUBLIC SECTOR +7 (69%)

## FLEXIBLE WORKING SATISFACTION

# 74%

DIFFERENCE FROM 2018 -1 (75%)

DIFFERENCE FROM CLUSTER +2 (72%)

DIFFERENCE FROM PUBLIC SECTOR +15 (59%)

## ACTION ON RESULTS

# 53%

DIFFERENCE FROM 2018 -8 (60%)

DIFFERENCE FROM CLUSTER +6 (47%)

DIFFERENCE FROM PUBLIC SECTOR +13 (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%	91%
2c. I receive help and support from other members of my workgroup	86%	88%
2e. People in my workgroup treat each other with respect	84%	85%
1g. I know how to address a health and safety issue I have identified	84%	82%
1a. I understand what is expected of me to do well in my role	83%	83%
2b. My workgroup works collaboratively to achieve its objectives	83%	85%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%	82%
5b. My manager listens to what I have to say	81%	82%
5a. My manager encourages people in my workgroup to keep improving the work they do	80%	81%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	34%	34%
7g. I have confidence in the way recruitment decisions are made	37%	43%
11a. I have confidence in the ways my organisation resolves grievances	41%	42%
6b. I feel that senior managers effectively lead and manage change	45%	51%
3g. I am satisfied with the opportunities available for career development in my organisation	46%	51%
7d. There is good co-operation between teams across our organisation	46%	47%
7e. People in my organisation take responsibility for their own actions	48%	54%
5h. My manager deals appropriately with employees who perform poorly	49%	49%
6h. I feel that senior managers listen to employees	49%	54%
6a. I believe senior managers provide clear direction for the future of the organisation	50%	59%



### 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
3e. My performance is assessed against clear criteria	55%	48%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	70%	66%
1g. I know how to address a health and safety issue I have identified	84%	82%
1b. I am provided with the support I need to do my best at work	68%	67%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6a. I believe senior managers provide clear direction for the future of the organisation	50%	59%
7f. My organisation is committed to developing its employees	52%	61%
6d. Senior managers encourage innovation by employees	51%	59%
10a. I believe action will be taken on the results from this survey by my organisation	53%	60%
7a. My organisation focuses on improving the work we do	68%	76%
7b. My organisation is making the necessary improvements to meet our future challenges	56%	64%
7l. My organisation motivates me to help it achieve its objectives	52%	59%
7i. I would recommend my organisation as a great place to work	59%	66%
7m. My organisation inspires me to do the best in my job	52%	58%
7g. I have confidence in the way recruitment decisions are made	37%	43%



### 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



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



**Q5h.** My manager deals appropriately with employees who perform poorly



**Q7l.** My organisation motivates me to help it achieve its objectives



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



**Q5h.** My manager deals appropriately with employees who perform poorly



**Q7l.** My organisation motivates me to help it achieve its objectives



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



**Q5h.** My manager deals appropriately with employees who perform poorly



**Q7l.** My organisation motivates me to help it achieve its objectives



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



## 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: 1887

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	43	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	8
Female	54	Ongoing/Permanent (other than senior executive)	74	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9
Other	3	Temporary (including temporary teachers and graduates)	7	Administrative support (e.g. executive/personal assistant, receptionist)	7
<b>Age</b>	<b>Survey %</b>	Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	21
15 - 34 years	30	Contract – Non Executive	6	Policy	13
35 - 54 years	55	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	3
55+ years	15	Other	0	Program and project management support	15
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	1	Legal (including developing and/or reviewing legislation)	4
Yes	20	<b>Manager of managers</b>	<b>Survey %</b>	Other	19
No	74	Yes	11	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	6	No	89	Less than 1 year	20
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	21
Yes	1	Yes	33	2 - 5 years	30
No	94	No	67	5 - 10 years	13
Prefer not to say	4	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	12
<b>Disability</b>	<b>Survey %</b>	Full-time	90	More than 20 years	4
Yes	4	Part-time	10	<b>Salary</b>	<b>Survey %</b>
No	92			\$83,402 and below	15
Prefer not to say	4			\$83,403 - \$108,043	25
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	38
Yes	5			\$144,521 and above	13
No	89			Prefer not to say	9
Prefer not to say	5				

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.

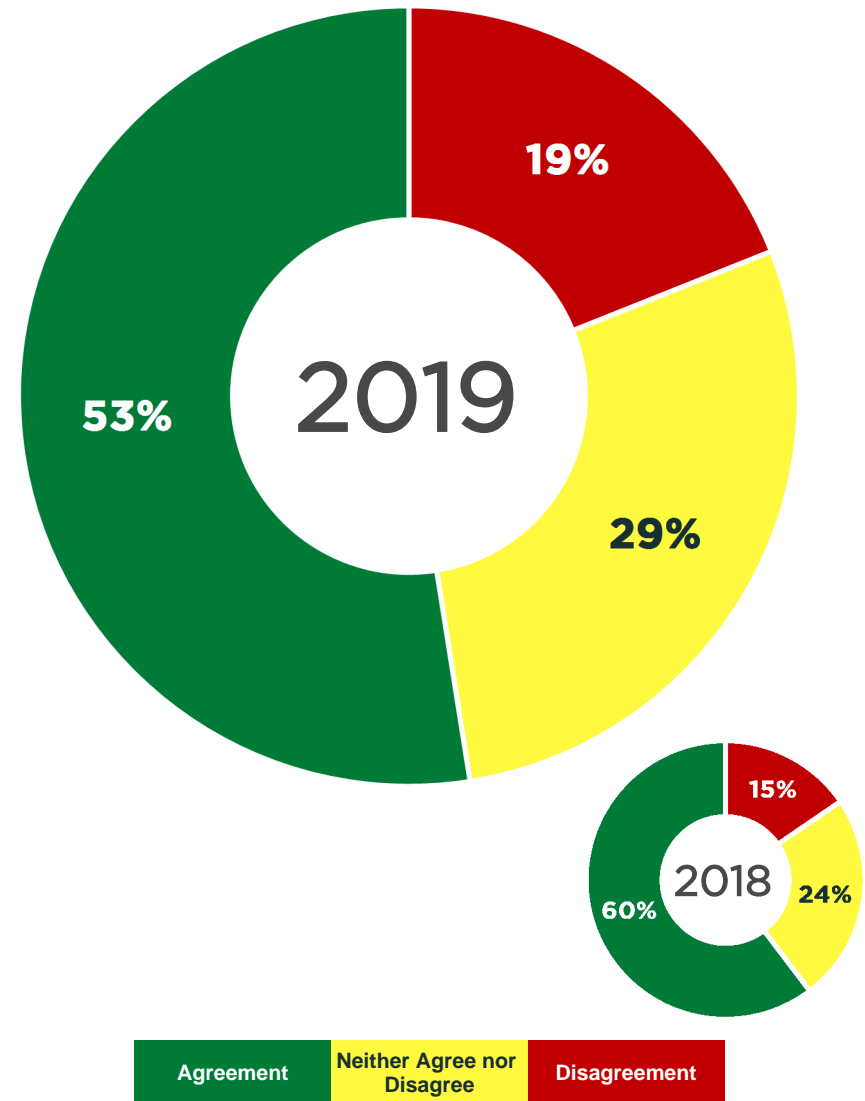
Results are rounded and may not add up to 100%

# 53%

of employees replied favourably to:

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

<b>39%</b>	<b>47%</b>	<b>60%</b>
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
<b>1</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>68%</b>	76%	68%	69%
<b>2</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>52%</b>	61%	52%	53%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>54%</b>	60%	54%	52%
<b>4</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>56%</b>	64%	55%	57%
<b>5</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>49%</b>	54%	47%	44%
<b>6</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>50%</b>	59%	51%	51%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Planning and Environment

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 Planning and Environment	Chief Planner	Cluster Corporate Services	Community & Stakeholder Engagement	Create NSW	Energy, Water and Portfolio Strategy	Legal Services	Planning and Design	Planning Services	Policy and Strategy	Resources and Geoscience	Resources Regulation/Central Coast Coordination
NUMBER OF RESPONDENTS	1887	18	413	51	201	83	85	147	296	196	159	157
EMPLOYEE ENGAGEMENT	62%	67%	62%	61%	63%	63%	77%	61%	62%	60%	61%	56%
ENGAGEMENT WITH WORK	69%	74%	66%	67%	67%	75%	82%	67%	71%	69%	72%	60%
SENIOR MANAGERS	52%	52%	53%	64%	50%	52%	74%	48%	50%	47%	57%	40%
COMMUNICATION	67%	72%	68%	80%	66%	69%	81%	64%	67%	65%	70%	58%
HIGH PERFORMANCE	66%	73%	64%	69%	65%	67%	80%	63%	68%	63%	69%	57%
PUBLIC SECTOR VALUES	66%	65%	66%	75%	65%	68%	82%	64%	67%	63%	69%	57%
DIVERSITY & INCLUSION	76%	85%	78%	85%	74%	75%	84%	73%	77%	76%	77%	67%

### 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	62% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	16	43	25	11	59%	66%	68%	62%
Q7j. I am proud to tell others I work for my organisation	20	44	24	9	65%	70%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	16	36	27	16	52%	57%	69%	64%
Q7l. My organisation motivates me to help it achieve its objectives	13	39	30	14	52%	59%	60%	56%
Q7m. My organisation inspires me to do the best in my job	14	38	29	14	52%	58%	60%	56%

KEY



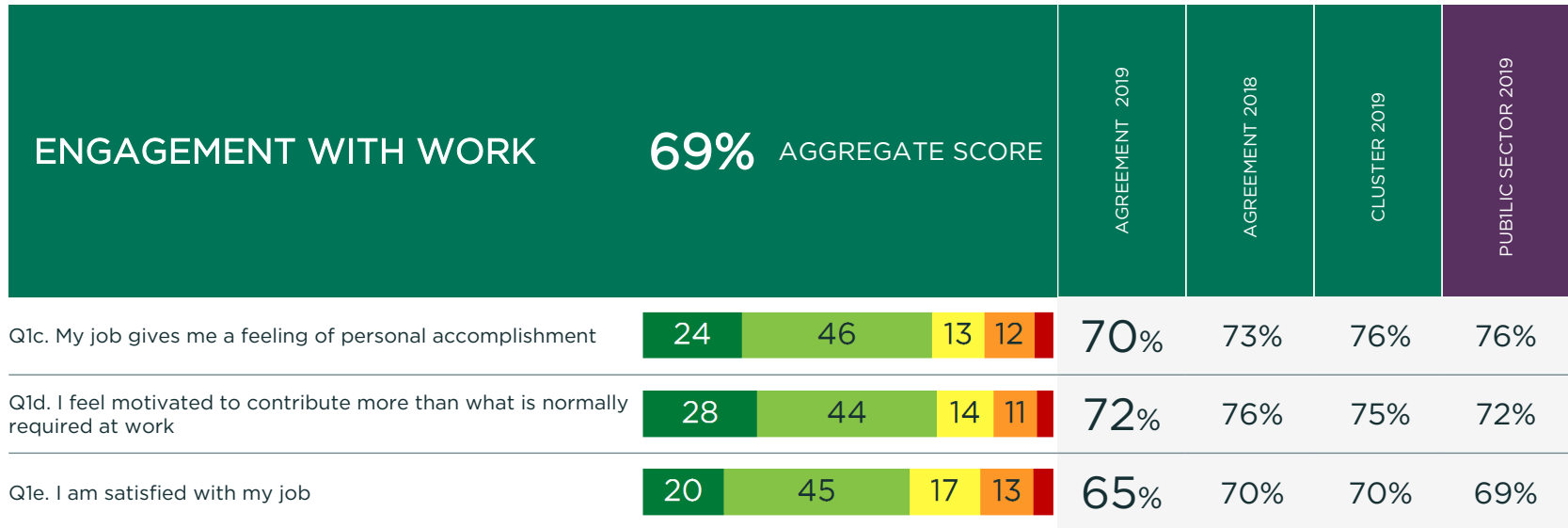


## EXPLORE THE FULL RESULTS

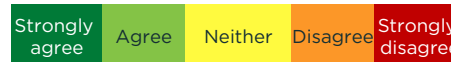
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KEY





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SENIOR MANAGERS	52% 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	12	38	24	18	8	50%	59%	51%	51%
Q6b. I feel that senior managers effectively lead and manage change	11	34	26	19	10	45%	51%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	14	40	26	13	8	54%	60%	54%	52%
Q6d. Senior managers encourage innovation by employees	13	38	28	16		51%	59%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	44	24	11		60%	62%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	50	19	9		68%	74%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	21	17	9	54%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	12	37	27	15	9	49%	54%	47%	44%
Q7c. I feel that change is managed well in my organisation		27	28	24	13	34%	34%	35%	42%

KEY





## EXPLORE THE FULL RESULTS

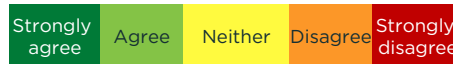
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COMMUNICATION	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	33	42	12	9	75%	76%	76%	72%	
Q5d. My manager encourages and values employee input	37	42	10		79%	80%	79%	73%	
Q5e. My manager involves my workgroup in decisions about our work	31	41	14	10	72%	73%	72%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	21	17	9	54%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	12	37	27	15	9	49%	54%	47%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	51	13	8		75%	77%	75%	69%

KEY





## EXPLORE THE FULL RESULTS

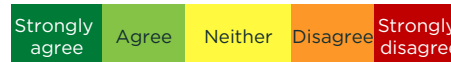
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	HIGH PERFORMANCE			66% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	29	55	8	83%	83%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	40	43	9	83%	85%	82%	79%	
Q3f. I have received appropriate training and development to do my job well	15	42	24	58%	58%	62%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	48	11	80%	81%	79%	75%	
Q5f. I have confidence in the decisions my manager makes	33	41	14	74%	75%	73%	69%	
Q6d. Senior managers encourage innovation by employees	13	38	28	51%	59%	51%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	44	24	60%	62%	56%	53%	
Q7a. My organisation focuses on improving the work we do	16	52	20	68%	76%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	13	43	25	56%	64%	55%	57%	

KEY



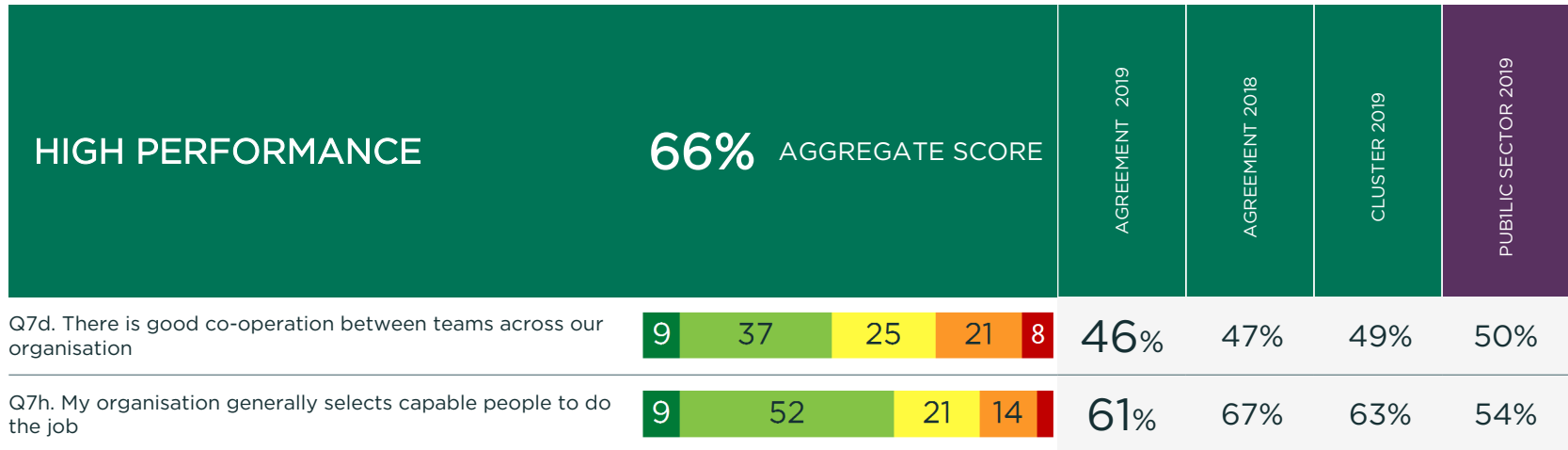


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Results are rounded and may not add up to 100%



KEY







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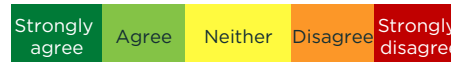
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PUBLIC SECTOR VALUES	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	43	46	89%	91%	89%	86%		
Q2e. People in my workgroup treat each other with respect	44	40	9	84%	85%	82%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	48	11	80%	81%	79%	75%		
Q5b. My manager listens to what I have to say	38	43	9	81%	82%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	24	18	8	50%	59%	51%	51%
Q6c. I feel that senior managers model the values of my organisation	14	40	26	13	8	54%	60%	54%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	50	19	9		68%	74%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	15	39	21	17	9	54%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	12	37	27	15	9	49%	54%	47%	44%

KEY



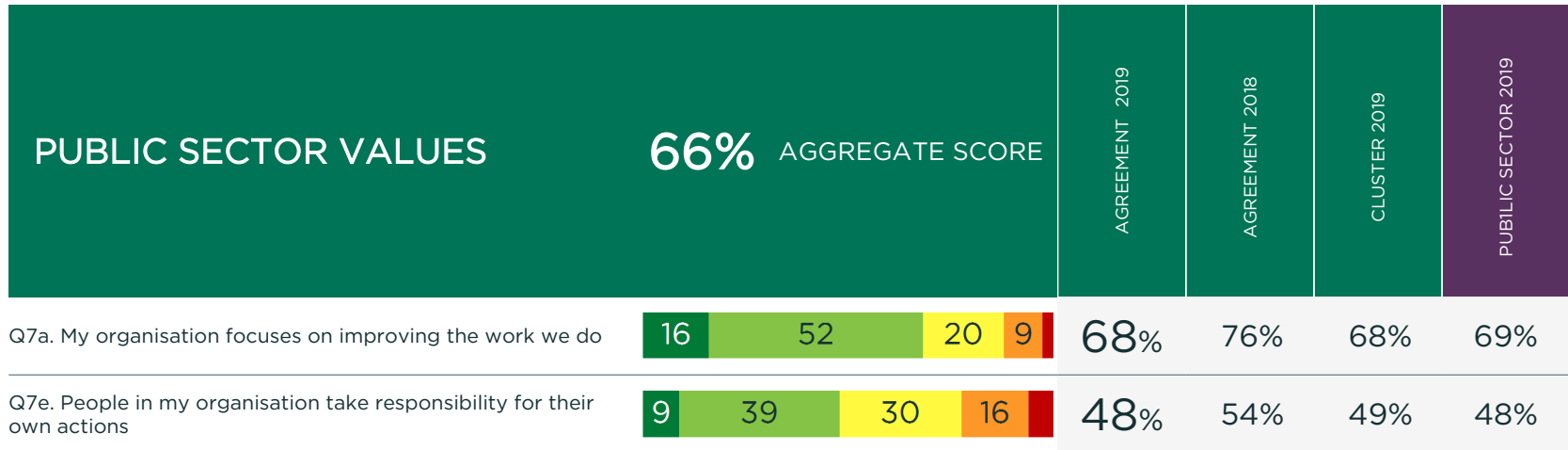


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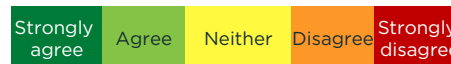
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DIVERSITY & INCLUSION	76% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	49	12	16	68%	67%	68%	67%
Q5b. My manager listens to what I have to say	38	43	9		81%	82%	82%	76%
Q5d. My manager encourages and values employee input	37	42	10		79%	80%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	27	41	24		68%	71%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	51	11		82%	82%	82%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	47	12		79%	80%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	51	13	8	75%	77%	75%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	31	43	13	9	74%	75%	72%	59%
Q8e. My manager supports flexible working in my team	40	38	11		79%	80%	77%	63%

KEY



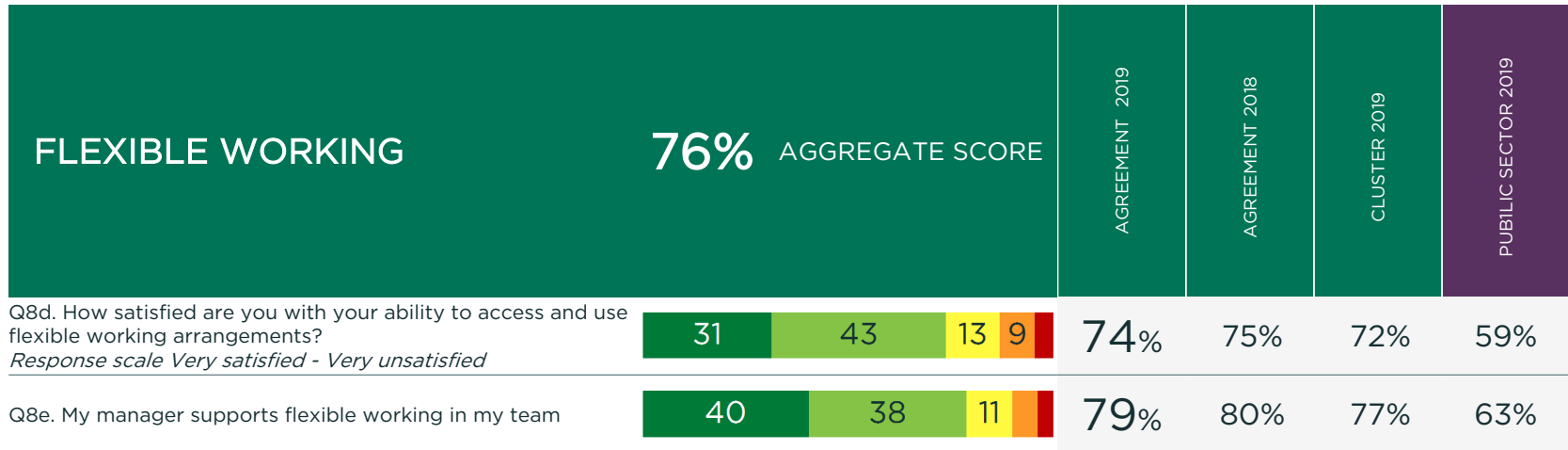


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



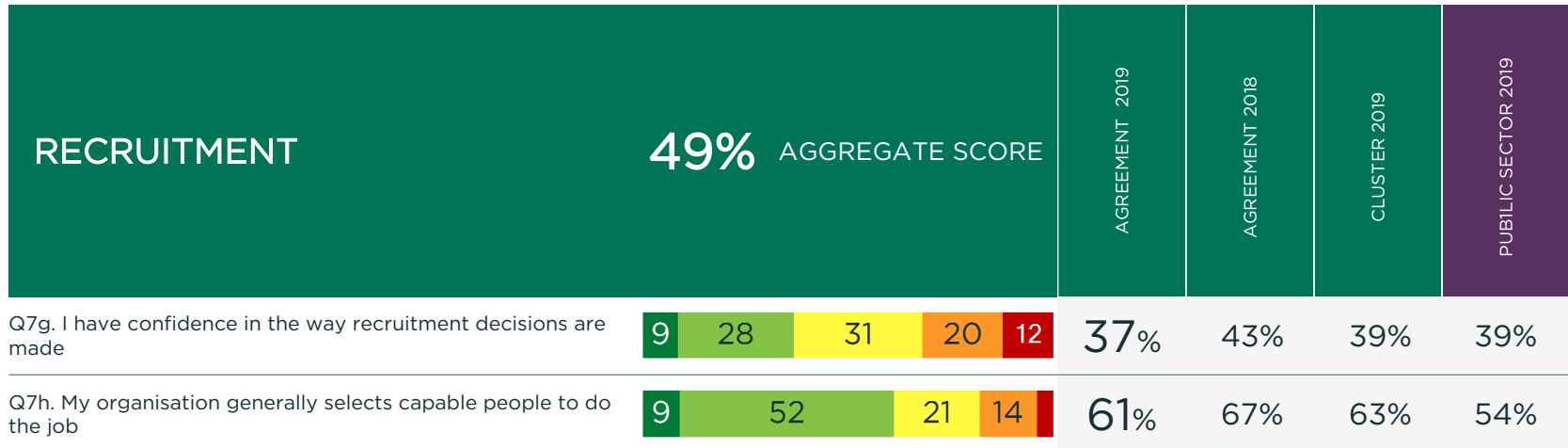


## EXPLORE THE FULL RESULTS

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

**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%	66%	69%	66%
Q3e. My performance is assessed against clear criteria		55%	48%	55%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		46%	51%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		76%	77%	77%	69%
Q5h. My manager deals appropriately with employees who perform poorly		49%	49%	48%	48%
Q7f. My organisation is committed to developing its employees		52%	61%	52%	53%

KEY





## EXPLORE THE FULL RESULTS

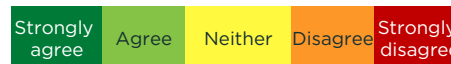
Questions are grouped by topics in this report.

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%

WORKPLACE SUPPORT	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	20	49	12	16	68%	67%	68%
Q1f. I am able to keep my work stress at an acceptable level	15	54	15	12	68%	69%	64%	61%
Q2c. I receive help and support from other members of my workgroup	41	45	9		86%	88%	85%	81%
Q2d. There is good team spirit in my workgroup	38	38	12	8	76%	79%	76%	70%

KEY



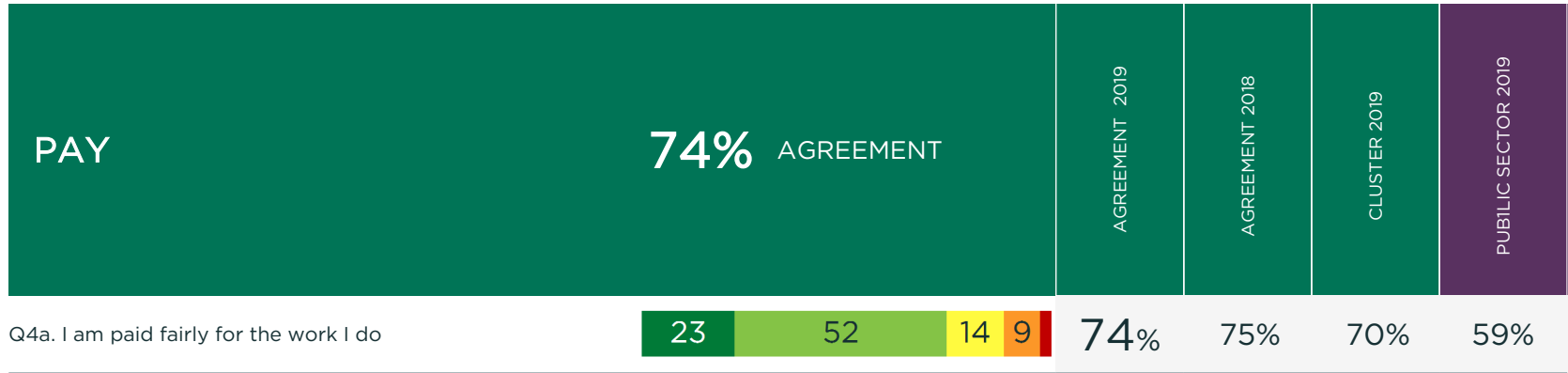


## EXPLORE THE FULL RESULTS

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





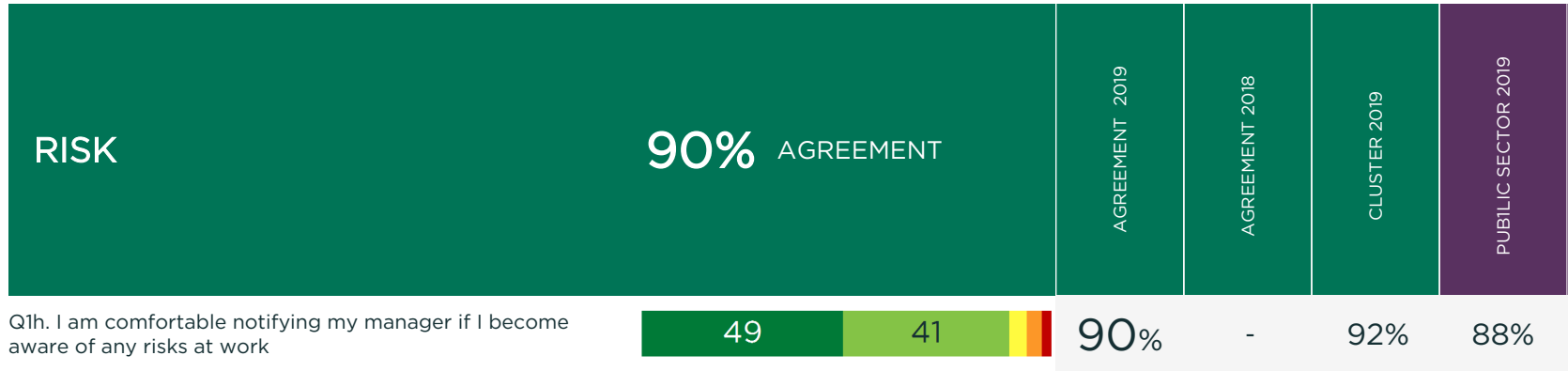


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



### KEY



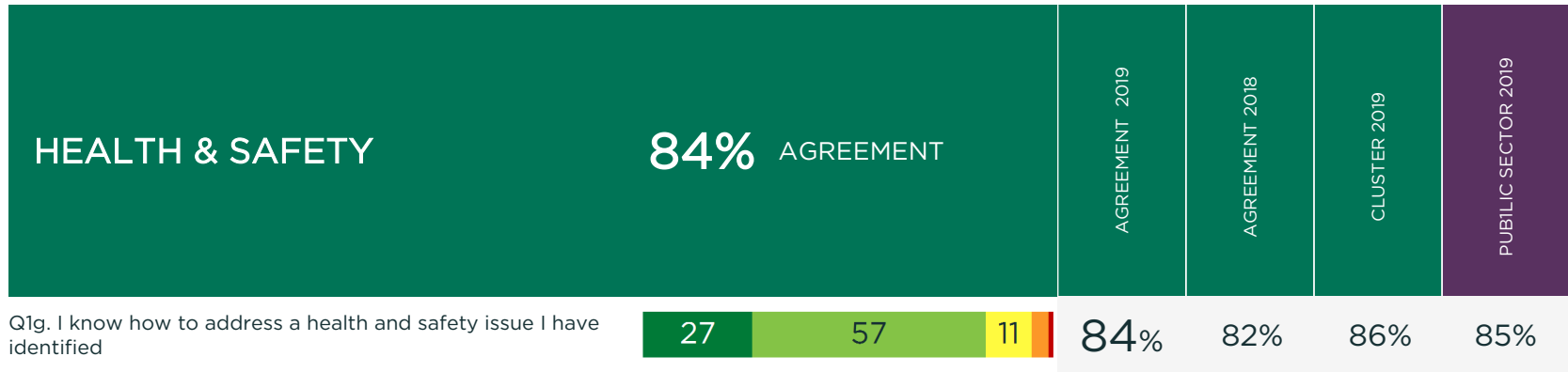


## EXPLORE THE FULL RESULTS

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%

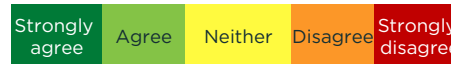
## ACTION ON RESULTS

**53%** AGREEMENT

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



KEY



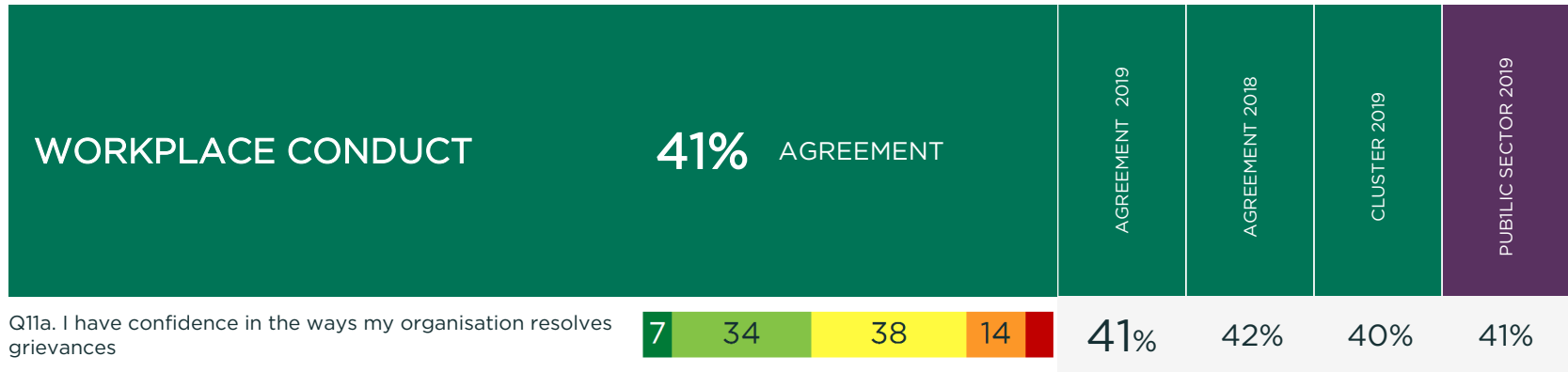


## EXPLORE THE FULL RESULTS

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

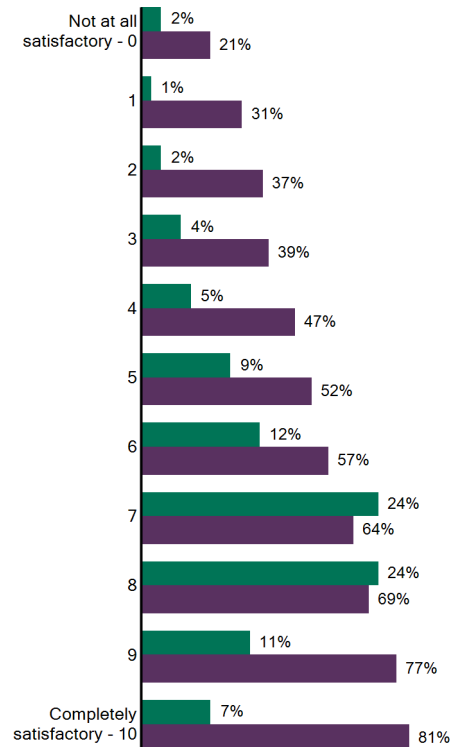
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

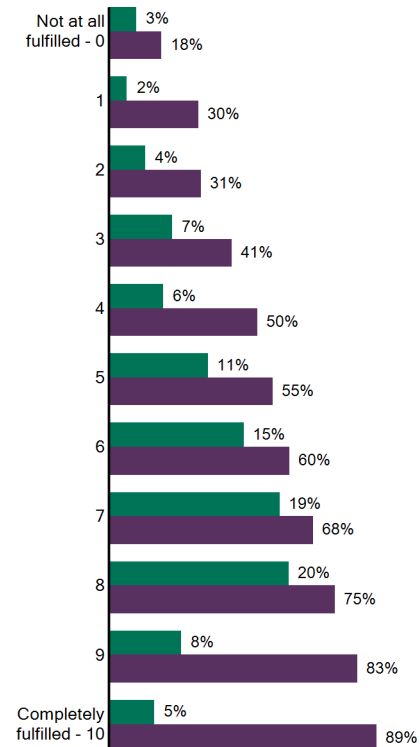
This compares Wellbeing to Engagement.

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



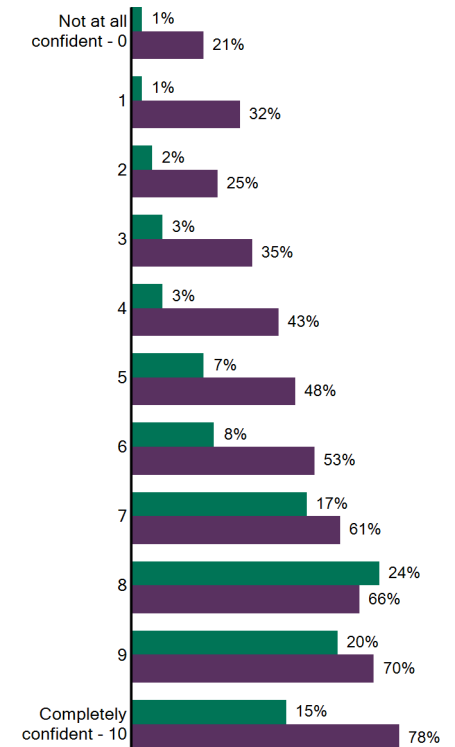
Proportion of respondents answering each response option

**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
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		84%	58%	73%	71%
No		16%	42%	27%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		80%	78%	81%	76%
No		20%	22%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		68%	54%	63%	60%
No		32%	46%	37%	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		52%	45%	43%	41%
No		48%	55%	57%	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		44%	32%	41%	29%
Lack of promotion opportunities		38%	29%	38%	28%
Geographic location considerations		29%	26%	29%	25%
Personal/family considerations		26%	23%	28%	29%
The application/recruitment process is too cumbersome or time consuming		23%	23%	23%	22%
There are no major barriers to my career progression		22%	35%	23%	29%
Lack of support for temporary assignments/secondments		20%	16%	16%	15%
Insufficient training and development		15%	13%	15%	15%
Lack of support from my manager/supervisor		14%	11%	11%	13%
Lack of required capabilities or experience		12%	12%	13%	11%
Other		10%	9%	9%	9%

% are calculated with the number of unique respondents (N = 1,836 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
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		20%	15%	22%	27%
No		64%	70%	63%	56%
Don't know		16%	15%	15%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		46%	54%	58%	65%
No		49%	42%	39%	32%
Don't know		5%	4%	4%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		28%	24%	27%	33%
No		63%	67%	64%	57%
Don't know		9%	9%	9%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		14%	11%	13%	18%
No		80%	83%	81%	75%
Don't know		6%	5%	6%	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
A senior manager		33%	38%	22%	21%
Your immediate manager/supervisor		28%	19%	24%	23%
A fellow worker at your level		18%	18%	27%	27%
Prefer not to say		13%	14%	13%	13%
Other		4%	4%	6%	5%
A subordinate		3%	5%	6%	7%
A client or customer		1%	1%	2%	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

Yes		1%	1%	1%	4%
No		98%	98%	97%	94%
Don't know		1%	1%	1%	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

A person at work		85%	93%	72%	38%
A member of the public		0%	-	11%	36%
Other		0%	-	6%	19%
Prefer not to say		15%	7%	12%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

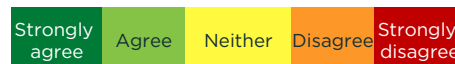
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Results are rounded and may not add up to 100%

## PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I am aware how my role contributes to the vision of my organisation		78%	76%	81%
Q2. My team is equipped with the right tools to provide good customer service		60%	64%	63%
Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams		61%	60%	56%
Q4. I have access to the information I need to do my job well		69%	71%	71%
Q5. I feel informed about changes in my organisation		52%	53%	56%
Q6. The people I work with have safe work practices		90%	89%	89%
Q7. My organisation provides opportunity for collaborative work practices		69%	-	70%
Q8. Overall, I believe the culture at my workplace has improved over the last 12 months		46%	-	45%
Q9. My manager actively supports a diverse and inclusive work environment		81%	-	80%
Q10. My manager keeps me informed about key agency directions		72%	-	70%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		43%
Female		54%
Other		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		3%
25-29		9%
30-34		18%
35-39		14%
40-44		16%
45-49		14%
50-54		11%
55-59		9%
60-64		4%
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)	8%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	21%
Policy	13%
Research	3%
Program and project management support	15%
Legal (including developing and/or reviewing legislation)	4%
Other	19%

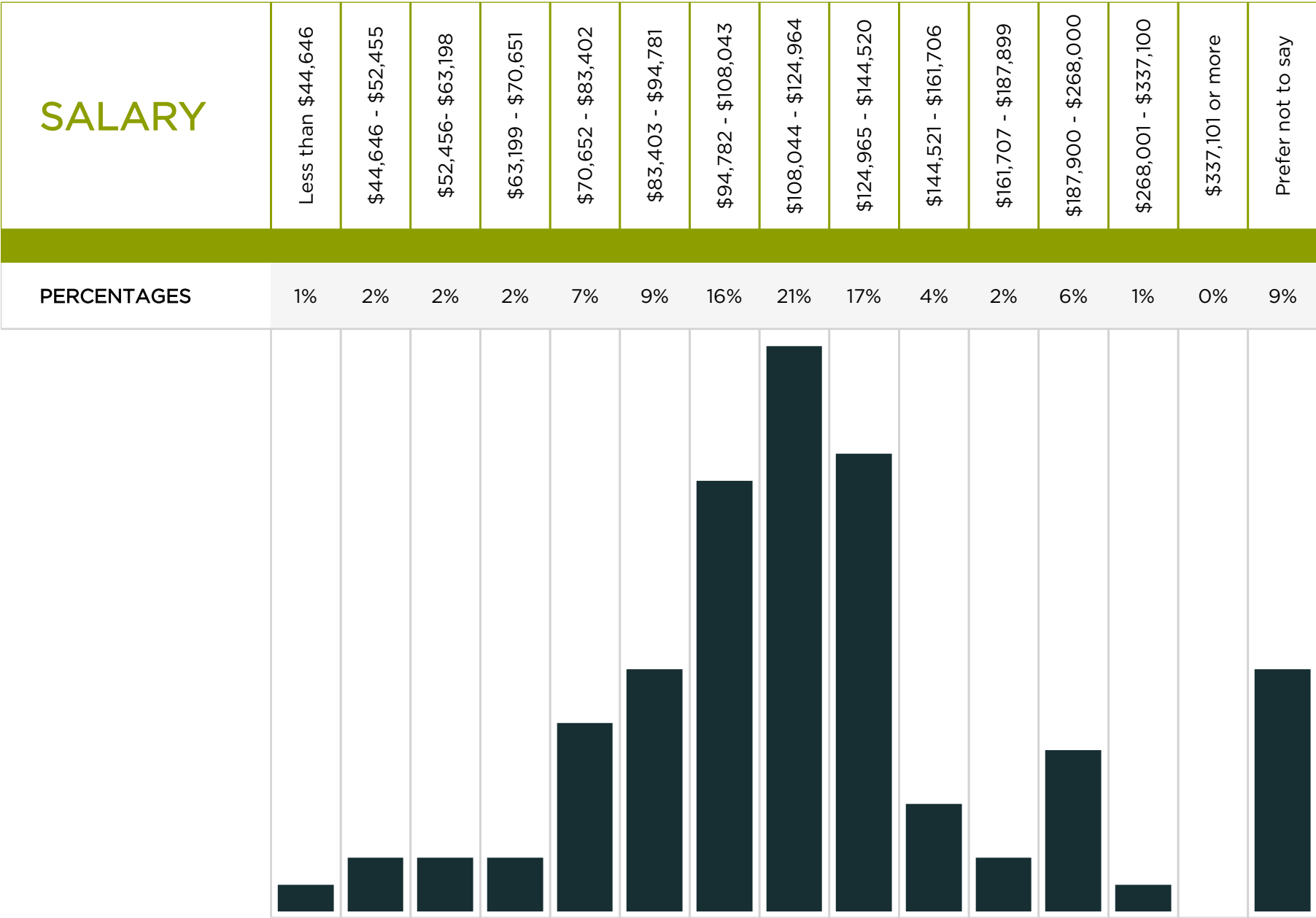


# PROFILE OF RESPONDENTS



## 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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		20%
1 - 2 years		21%
2 - 5 years		30%
5 - 10 years		13%
10 - 20 years		12%
More than 20 years		4%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		75%
Working from home		55%
Working from different locations		26%
Working additional hours to make up for time off		25%
Working more hours over fewer days		13%
Part-time work		10%
None of the above		10%

% are calculated with the number of unique respondents (N = 1,789 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Leave without pay		9%
Study leave		4%
Other		2%
Flexible scheduling for rostered workers		2%
Job sharing		2%
Purchasing annual leave		2%

% are calculated with the number of unique respondents (N = 1,789 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 Planning and Environment	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
<b>NUMBER OF RESPONDENTS</b>	1887	152	153	132	372	225	61	275	74	345
<b>EMPLOYEE ENGAGEMENT</b>	62%	62%	64%	63%	62%	60%	64%	62%	80%	61%
<b>ENGAGEMENT WITH WORK</b>	69%	68%	70%	72%	66%	69%	80%	70%	85%	66%
<b>SENIOR MANAGERS</b>	52%	48%	52%	54%	54%	47%	56%	50%	76%	49%
<b>COMMUNICATION</b>	67%	64%	66%	70%	68%	67%	69%	68%	85%	62%
<b>HIGH PERFORMANCE</b>	66%	65%	65%	68%	66%	65%	70%	65%	82%	63%
<b>PUBLIC SECTOR VALUES</b>	66%	63%	67%	67%	67%	64%	70%	66%	84%	63%
<b>DIVERSITY &amp; INCLUSION</b>	76%	72%	76%	77%	78%	77%	80%	76%	87%	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 Planning and Environment	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	1887	20	39	35	42	129	158	291	380	298	77	34	99	17
EMPLOYEE ENGAGEMENT	62%	(r)	71%	65%	70%	68%	63%	62%	61%	61%	61%	63%	68%	(r)
ENGAGEMENT WITH WORK	69%	(r)	78%	66%	74%	71%	67%	63%	70%	75%	70%	70%	77%	(r)
SENIOR MANAGERS	52%	(r)	65%	49%	59%	59%	50%	48%	51%	51%	49%	48%	67%	(r)
COMMUNICATION	67%	(r)	78%	57%	77%	73%	64%	65%	68%	70%	63%	63%	76%	(r)
HIGH PERFORMANCE	66%	(r)	75%	57%	70%	71%	63%	62%	65%	68%	64%	64%	77%	(r)
PUBLIC SECTOR VALUES	66%	(r)	75%	59%	71%	73%	63%	63%	66%	68%	64%	63%	77%	(r)
DIVERSITY & INCLUSION	76%	(r)	82%	64%	80%	80%	74%	73%	77%	81%	76%	72%	82%	(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 Planning and Environment	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1887</b>	<b>4</b>	<b>159</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	(r)	57%
ENGAGEMENT WITH WORK	69%	(r)	59%
SENIOR MANAGERS	52%	(r)	43%
COMMUNICATION	67%	(r)	56%
HIGH PERFORMANCE	66%	(r)	57%
PUBLIC SECTOR VALUES	66%	(r)	58%
DIVERSITY & INCLUSION	76%	(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 Planning and Environment	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	1887	356	377	525	235	207	70
<b>EMPLOYEE ENGAGEMENT</b>	62%	67%	62%	61%	59%	62%	68%
ENGAGEMENT WITH WORK	69%	73%	68%	69%	63%	66%	80%
SENIOR MANAGERS	52%	61%	52%	51%	45%	48%	49%
COMMUNICATION	67%	76%	67%	66%	62%	64%	66%
HIGH PERFORMANCE	66%	71%	66%	65%	60%	62%	66%
PUBLIC SECTOR VALUES	66%	73%	66%	65%	61%	62%	66%
DIVERSITY & INCLUSION	76%	82%	76%	76%	71%	73%	75%

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 Planning and Environment	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	1887	1338	226	453	33	185	32	465	982	32	166	71	41	170
EMPLOYEE ENGAGEMENT	62%	63%	64%	65%	66%	64%	67%	64%	64%	62%	64%	68%	60%	59%
ENGAGEMENT WITH WORK	69%	70%	76%	72%	65%	72%	76%	72%	72%	57%	69%	72%	54%	61%
SENIOR MANAGERS	52%	53%	55%	55%	53%	54%	66%	54%	54%	53%	60%	60%	51%	45%
COMMUNICATION	67%	70%	71%	73%	68%	73%	85%	69%	71%	69%	73%	71%	60%	56%
HIGH PERFORMANCE	66%	67%	67%	69%	63%	68%	80%	67%	68%	61%	69%	72%	57%	57%
PUBLIC SECTOR VALUES	66%	68%	68%	69%	67%	69%	79%	68%	68%	66%	72%	73%	59%	59%
DIVERSITY & INCLUSION	76%	79%	78%	81%	77%	81%	89%	79%	80%	73%	80%	81%	69%	62%

\*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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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 Planning and Environment	Sydney East	Sydney West	Sydney - City and Inner South	Hunter Valley exc Newcastle	Sydney - Inner South West	Sydney - Parramatta	Sydney - Outer West and Blue Mountains	Illawarra	Sydney - North Sydney and Hornsby	Central West	Newcastle and Lake Macquarie	Capital Region	Far West and Orana
NUMBER OF RESPONDENTS	1887	1081	197	930	235	122	99	94	26	17	16	16	13	13
EMPLOYEE ENGAGEMENT	62%	63%	66%	63%	61%	61%	62%	69%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	70%	71%	71%	68%	66%	68%	73%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	54%	54%	54%	49%	52%	52%	56%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	69%	68%	69%	65%	70%	68%	69%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	67%	68%	68%	64%	62%	66%	70%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	68%	69%	68%	63%	66%	68%	70%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	78%	75%	78%	74%	80%	76%	75%	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## 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 Planning and Environment	Coffs Harbour - Grafton	Central Coast	New England and North West	Sydney - Inner West	Richmond - Tweed	Sydney - Eastern Suburbs	Sydney - Blacktown	Sydney - Sutherland	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Northern Beaches	Sydney - Ryde	Sydney - South West
NUMBER OF RESPONDENTS	1887	12	8	7	5	4	3	2	2	1	1	1	1	1
EMPLOYEE ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(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 Planning and Environment	Mid North Coast	Murray	Outside NSW	Riverina	Sydney - Outer South West
<b>NUMBER OF RESPONDENTS</b>	1887	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	62%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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

# 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 Planning and Environment	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	1887	1	52	167	316	246	285	241	195	161	62	33
<b>EMPLOYEE ENGAGEMENT</b>	62%	(r)	71%	68%	61%	64%	62%	62%	63%	60%	58%	65%
<b>ENGAGEMENT WITH WORK</b>	69%	(r)	63%	72%	67%	73%	67%	69%	72%	69%	69%	75%
<b>SENIOR MANAGERS</b>	52%	(r)	63%	56%	50%	53%	51%	56%	50%	46%	44%	48%
<b>COMMUNICATION</b>	67%	(r)	75%	72%	67%	71%	66%	68%	65%	64%	61%	63%
<b>HIGH PERFORMANCE</b>	66%	(r)	72%	69%	64%	66%	66%	67%	67%	62%	59%	65%
<b>PUBLIC SECTOR VALUES</b>	66%	(r)	76%	69%	65%	68%	65%	68%	65%	63%	59%	64%
<b>DIVERSITY &amp; INCLUSION</b>	76%	(r)	82%	79%	77%	78%	77%	77%	76%	72%	68%	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

# 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 Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1887	768	959	45
<b>EMPLOYEE ENGAGEMENT</b>	62%	63%	63%	52%
ENGAGEMENT WITH WORK	69%	68%	71%	50%
SENIOR MANAGERS	52%	53%	52%	28%
COMMUNICATION	67%	68%	69%	37%
HIGH PERFORMANCE	66%	66%	67%	40%
PUBLIC SECTOR VALUES	66%	67%	67%	40%
DIVERSITY & INCLUSION	76%	77%	77%	46%

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

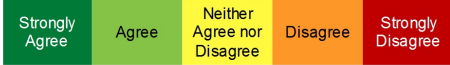
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.