



2019 | NSW Public Sector  
Employee Survey

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## DEPARTMENT REPORT

Premier and Cabinet

# Department of Premier and Cabinet



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## RESPONSE RATE

# 91%

636 OF 697 RESPONDENTS

RESPONSE RATE 2018: 98%

## EMPLOYEE ENGAGEMENT

# 68%

DIFFERENCE FROM 2018 -4 (72%)

DIFFERENCE FROM CLUSTER -2 (69%)

DIFFERENCE FROM PUBLIC SECTOR +2 (66%)

## ENGAGEMENT WITH WORK

# 72%

DIFFERENCE FROM 2018 -5 (77%)

DIFFERENCE FROM CLUSTER -2 (74%)

DIFFERENCE FROM PUBLIC SECTOR -1 (73%)

## SENIOR MANAGERS

# 58%

DIFFERENCE FROM 2018 -7 (65%)

DIFFERENCE FROM CLUSTER -3 (61%)

DIFFERENCE FROM PUBLIC SECTOR +8 (50%)

## COMMUNICATION

# 70%

DIFFERENCE FROM 2018 -6 (76%)

DIFFERENCE FROM CLUSTER -1 (71%)

DIFFERENCE FROM PUBLIC SECTOR +8 (62%)

## HIGH PERFORMANCE

# 72%

DIFFERENCE FROM 2018 -5 (77%)

DIFFERENCE FROM CLUSTER -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +7 (65%)

## PUBLIC SECTOR VALUES

# 71%

DIFFERENCE FROM 2018 -6 (77%)

DIFFERENCE FROM CLUSTER -2 (73%)

DIFFERENCE FROM PUBLIC SECTOR +9 (62%)

## DIVERSITY & INCLUSION

# 81%

DIFFERENCE FROM 2018 -1 (82%)

DIFFERENCE FROM CLUSTER 0 (81%)

DIFFERENCE FROM PUBLIC SECTOR +12 (69%)

## FLEXIBLE WORKING SATISFACTION

# 86%

DIFFERENCE FROM 2018 +2 (85%)

DIFFERENCE FROM CLUSTER +2 (84%)

DIFFERENCE FROM PUBLIC SECTOR +27 (59%)

## ACTION ON RESULTS

# 55%

DIFFERENCE FROM 2018 -7 (63%)

DIFFERENCE FROM CLUSTER -1 (56%)

DIFFERENCE FROM PUBLIC SECTOR +16 (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
2a. My workgroup strives to achieve customer/client satisfaction	94%	95%
1h. I am comfortable notifying my manager if I become aware of any risks at work	92%	-
8e. My manager supports flexible working in my team	89%	87%
2c. I receive help and support from other members of my workgroup	87%	89%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	86%	85%
2b. My workgroup works collaboratively to achieve its objectives	84%	91%
1a. I understand what is expected of me to do well in my role	84%	90%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	80%
5b. My manager listens to what I have to say	83%	87%
2e. People in my workgroup treat each other with respect	83%	87%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	41%	44%
7g. I have confidence in the way recruitment decisions are made	42%	48%
7c. I feel that change is managed well in my organisation	43%	50%
6h. I feel that senior managers listen to employees	50%	62%
3g. I am satisfied with the opportunities available for career development in my organisation	50%	56%
6b. I feel that senior managers effectively lead and manage change	51%	60%
5h. My manager deals appropriately with employees who perform poorly	54%	53%
6a. I believe senior managers provide clear direction for the future of the organisation	54%	64%
7k. I feel a strong personal attachment to my organisation	54%	60%
10a. I believe action will be taken on the results from this survey by my organisation	55%	63%



### 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

8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	80%
6i.	Senior managers in my organisation support the career advancement of women	78%	76%
8e.	My manager supports flexible working in my team	89%	87%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	86%	85%
4a.	I am paid fairly for the work I do	82%	82%
5h.	My manager deals appropriately with employees who perform poorly	54%	53%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

6h.	I feel that senior managers listen to employees	50%	62%
7i.	I would recommend my organisation as a great place to work	69%	80%
6a.	I believe senior managers provide clear direction for the future of the organisation	54%	64%
6b.	I feel that senior managers effectively lead and manage change	51%	60%
7f.	My organisation is committed to developing its employees	65%	74%
6c.	I feel that senior managers model the values of my organisation	60%	68%
6g.	I feel that senior managers keep employees informed about what's going on	58%	65%
7c.	I feel that change is managed well in my organisation	43%	50%
7j.	I am proud to tell others I work for my organisation	76%	84%
10a.	I believe action will be taken on the results from this survey by my organisation	55%	63%



### 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



**Q7k.** I feel a strong personal attachment to my organisation



**Q6h.** I feel that senior managers listen to employees



## 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



**Q7k.** I feel a strong personal attachment to my organisation



**Q6h.** I feel that senior managers listen to employees



## 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



**Q7k.** I feel a strong personal attachment to my organisation



**Q6h.** I feel that senior managers listen to employees



## 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: 636

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	33	Senior Executive (ongoing/permanent or term)	12	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3
Female	64	Ongoing/Permanent (other than senior executive)	69	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)	4
Other	3	Temporary (including temporary teachers and graduates)	10	Administrative support (e.g. executive/personal assistant, receptionist)	8
<b>Age</b>	<b>Survey %</b>	Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17
15 - 34 years	35	Contract – Non Executive	6	Policy	25
35 - 54 years	53	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	2	Research	4
55+ years	13	Other	0	Program and project management support	22
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	1	Legal (including developing and/or reviewing legislation)	3
Yes	16	<b>Manager of managers</b>	<b>Survey %</b>	Other	14
No	79	Yes	14	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	5	No	86	Less than 1 year	22
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	20
Yes	2	Yes	36	2 - 5 years	31
No	94	No	64	5 - 10 years	14
Prefer not to say	4	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	10
<b>Disability</b>	<b>Survey %</b>	Full-time	88	More than 20 years	3
Yes	3	Part-time	12	<b>Salary</b>	<b>Survey %</b>
No	93			\$83,402 and below	11
Prefer not to say	4			\$83,403 - \$108,043	25
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	38
Yes	7			\$144,521 and above	17
No	88			Prefer not to say	8
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.

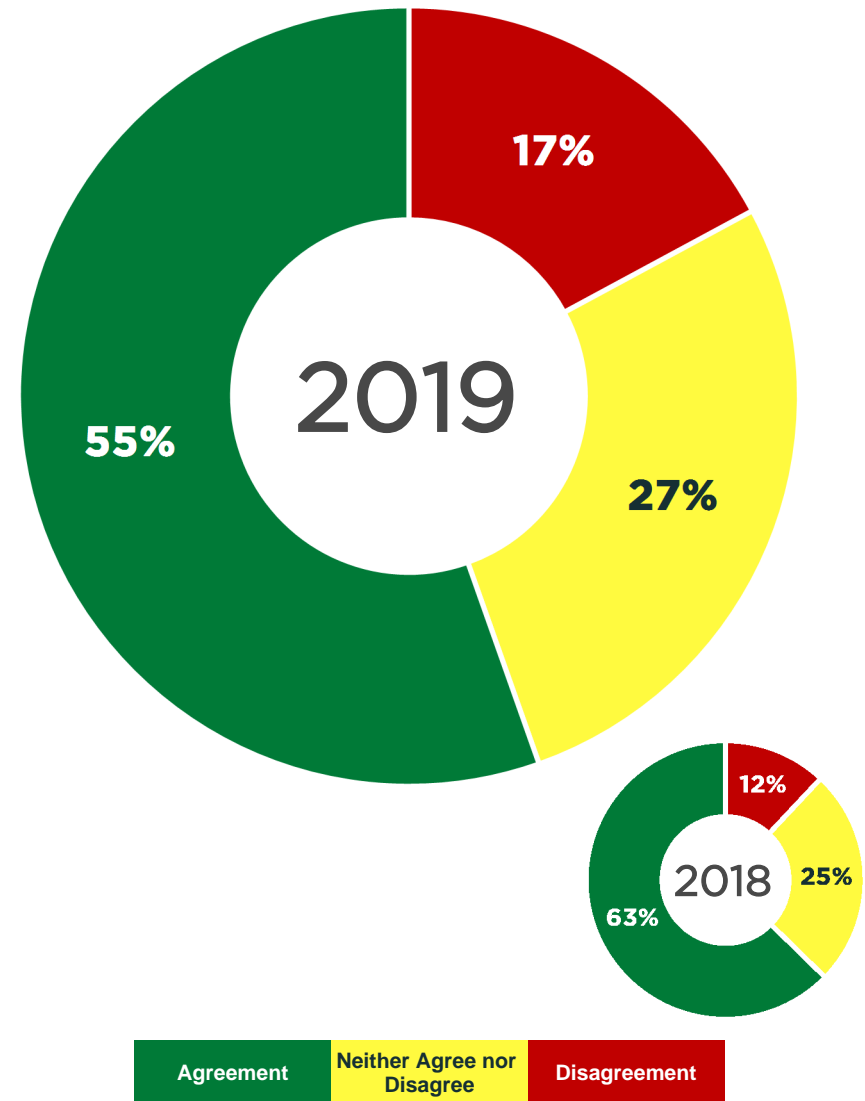
Results are rounded and may not add up to 100%

# 55%

of employees replied favourably to:

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

<b>39%</b>	<b>56%</b>	<b>63%</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>Q6h.</b> I feel that senior managers listen to employees	<b>50%</b>	62%	55%	44%
<b>2</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>62%</b>	65%	64%	57%
<b>3</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>78%</b>	83%	80%	69%
<b>4</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>60%</b>	68%	63%	52%
<b>5</b>	<b>Q7g.</b> I have confidence in the way recruitment decisions are made	<b>42%</b>	48%	46%	39%
<b>6</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>65%</b>	74%	65%	53%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Premier and Cabinet

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 Premier and Cabinet	Commercial and Economic Group	Customer, Behavioural Insights and Delivery Unit	Governance Group	Regional NSW Group	Social Policy Group
NUMBER OF RESPONDENTS	636	77	105	140	157	91
EMPLOYEE ENGAGEMENT	68%	71%	72%	69%	65%	66%
ENGAGEMENT WITH WORK	72%	77%	76%	74%	69%	69%
SENIOR MANAGERS	58%	67%	64%	56%	60%	60%
COMMUNICATION	70%	74%	74%	70%	69%	73%
HIGH PERFORMANCE	72%	79%	78%	71%	70%	78%
PUBLIC SECTOR VALUES	71%	79%	78%	69%	70%	76%
DIVERSITY & INCLUSION	81%	87%	86%	81%	81%	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

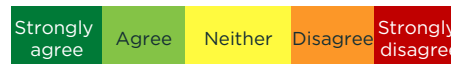
Questions are grouped by topics in this report.

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	68% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q7i. I would recommend my organisation as a great place to work	23	47	22	69%	80%	69%	62%	
Q7j. I am proud to tell others I work for my organisation	26	50	17	76%	84%	78%	70%	
Q7k. I feel a strong personal attachment to my organisation	18	36	30	12	54%	60%	58%	64%
Q7l. My organisation motivates me to help it achieve its objectives	17	44	26	9	62%	66%	64%	56%
Q7m. My organisation inspires me to do the best in my job	18	43	27	10	60%	67%	62%	56%

### KEY





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Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	29	46	15	8	75%	76%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	33	42	15	8	75%	81%	76%	72%
Q1e. I am satisfied with my job	23	44	19	11	67%	74%	69%	69%

KEY





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Results are rounded and may not add up to 100%

SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	40	21	15	10	54%	64%	58%	51%
Q6b. I feel that senior managers effectively lead and manage change	15	36	21	16	12	51%	60%	55%	47%
Q6c. I feel that senior managers model the values of my organisation	18	42	23	10	7	60%	68%	63%	52%
Q6d. Senior managers encourage innovation by employees	15	44	26	10	5	59%	64%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23	49	18	10	0	72%	74%	73%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	49	17	8	0	75%	81%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	19	15	9	58%	65%	62%	48%
Q6h. I feel that senior managers listen to employees	15	35	28	13	9	50%	62%	55%	44%
Q7c. I feel that change is managed well in my organisation	10	33	26	17	14	43%	50%	46%	42%

KEY





## EXPLORE THE FULL RESULTS

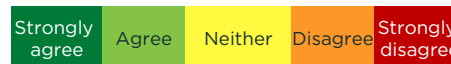
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COMMUNICATION	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	36	41	13	7	77%	83%	77%	72%	
Q5d. My manager encourages and values employee input	41	40	11		82%	85%	81%	73%	
Q5e. My manager involves my workgroup in decisions about our work	36	42	13		77%	80%	76%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	19	15	9	58%	65%	62%	48%
Q6h. I feel that senior managers listen to employees	15	35	28	13	9	50%	62%	55%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	49	15			76%	79%	78%	69%

KEY





## EXPLORE THE FULL RESULTS

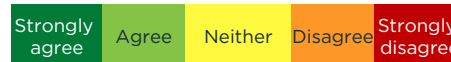
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				72% 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	30	54	9		84%	90%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	48	37	9		84%	91%	85%	79%	
Q3f. I have received appropriate training and development to do my job well	19	44	21	10	64%	68%	63%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	43	12		81%	87%	81%	75%	
Q5f. I have confidence in the decisions my manager makes	37	39	13		77%	82%	77%	69%	
Q6d. Senior managers encourage innovation by employees	15	44	26	10	59%	64%	60%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23	49	18		72%	74%	73%	53%	
Q7a. My organisation focuses on improving the work we do	22	56	17		78%	83%	80%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	18	44	26	10	62%	65%	64%	57%	

KEY



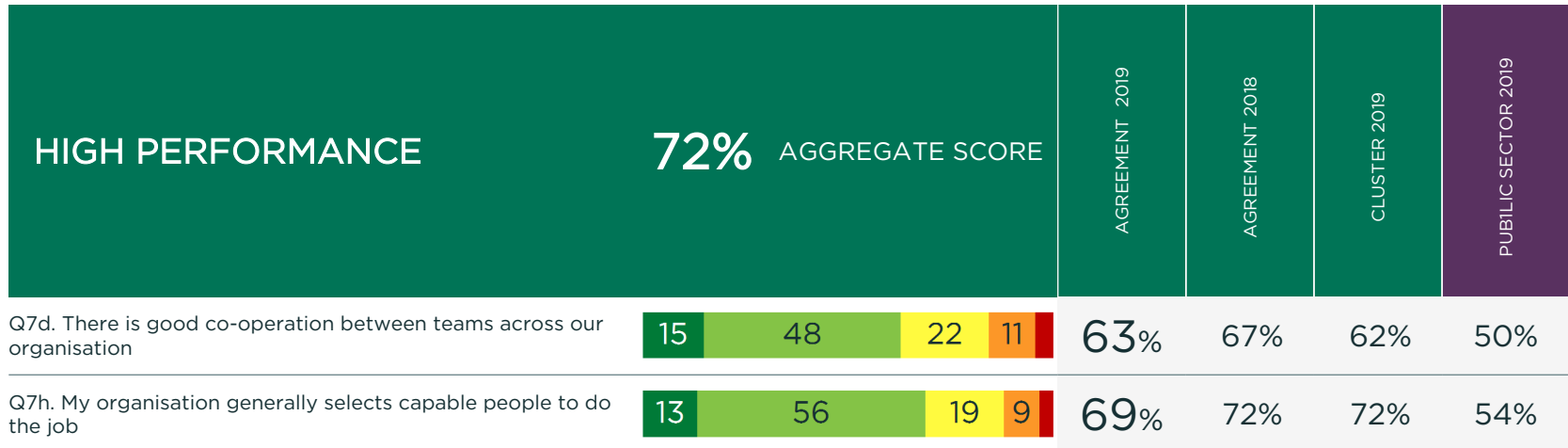


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY







## EXPLORE THE FULL RESULTS

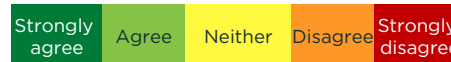
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	54	40	94%	95%	94%	86%		
Q2e. People in my workgroup treat each other with respect	51	31	10	83%	87%	84%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	43	12	81%	87%	81%	75%		
Q5b. My manager listens to what I have to say	42	41	10	83%	87%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	40	21	15	10	54%	64%	58%	51%
Q6c. I feel that senior managers model the values of my organisation	18	42	23	10	7	60%	68%	63%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	49	17	75%	81%	77%	61%		
Q6g. I feel that senior managers keep employees informed about what's going on	15	43	19	15	9	58%	65%	62%	48%
Q6h. I feel that senior managers listen to employees	15	35	28	13	9	50%	62%	55%	44%

KEY



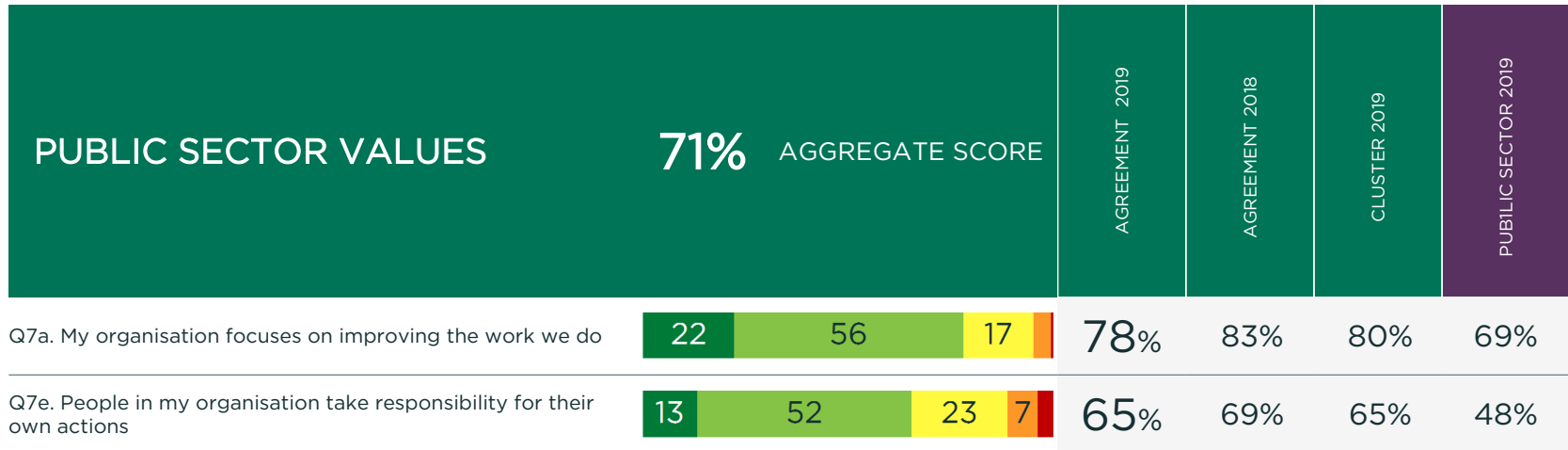


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





## EXPLORE THE FULL RESULTS

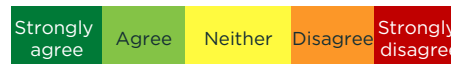
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DIVERSITY & INCLUSION	81% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	49	14	10	72%	77%	72%	67%
Q5b. My manager listens to what I have to say	42	41	10		83%	87%	82%	76%
Q5d. My manager encourages and values employee input	41	40	11		82%	85%	81%	73%
Q6i. Senior managers in my organisation support the career advancement of women	35	43	16		78%	76%	79%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	53	10		84%	80%	85%	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	11	7	79%	79%	80%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	49	15		76%	79%	78%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	53	33	7		86%	85%	84%	59%
Q8e. My manager supports flexible working in my team	60	29			89%	87%	88%	63%

KEY



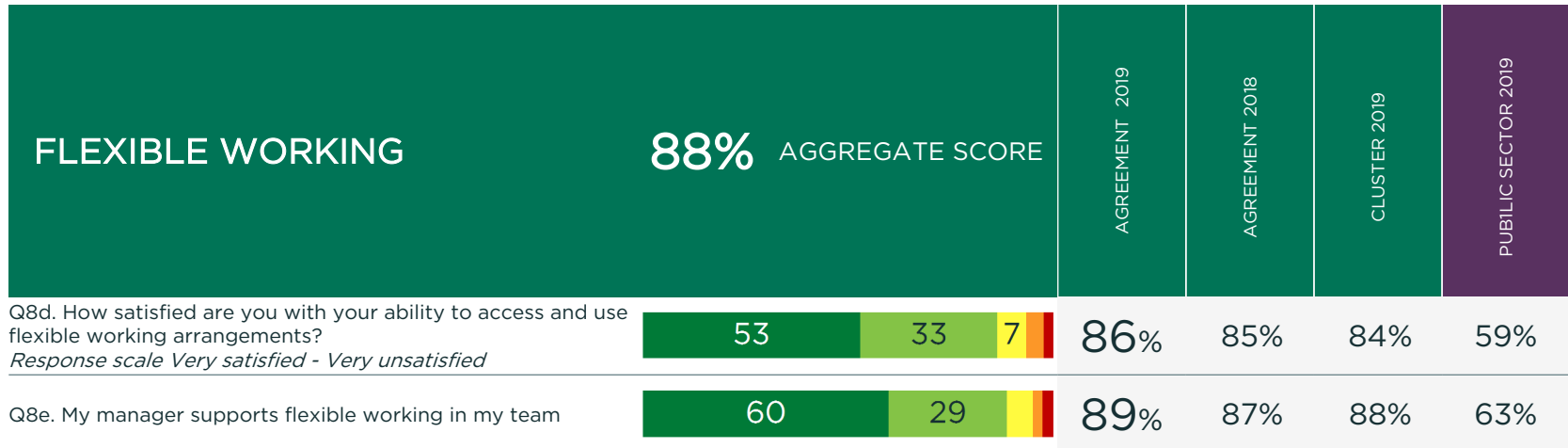


## EXPLORE THE FULL RESULTS

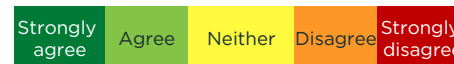
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Results are rounded and may not add up to 100%



KEY



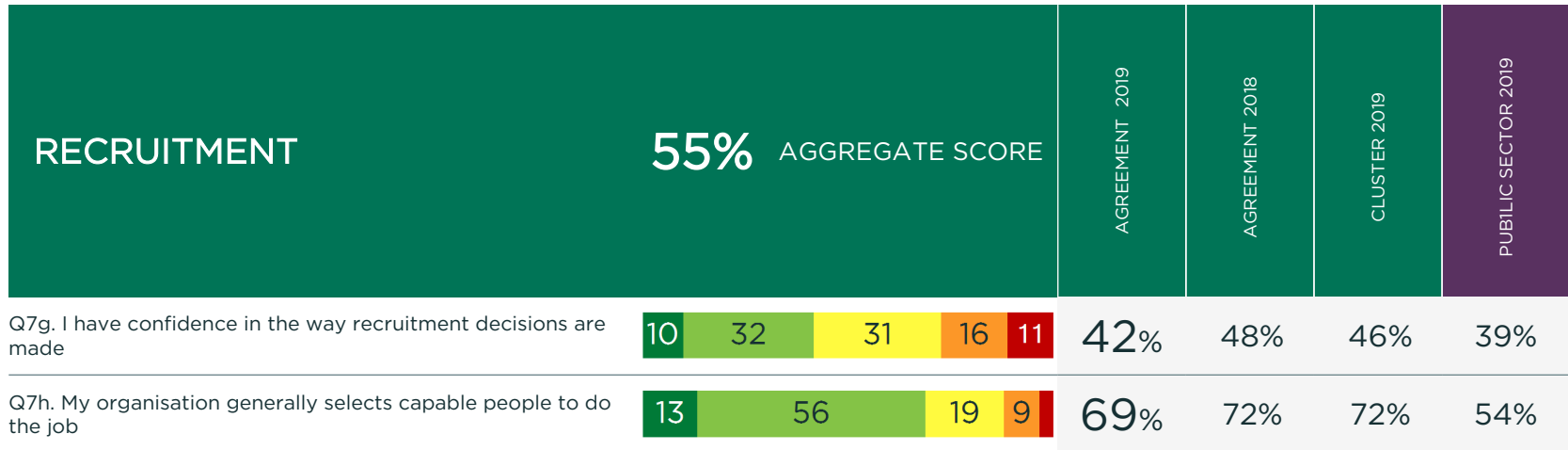


## EXPLORE THE FULL RESULTS

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

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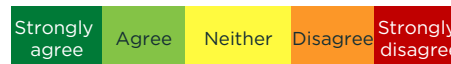
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**63%** 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		74%	78%	72%	66%
Q3e. My performance is assessed against clear criteria		58%	65%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	56%	47%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		79%	84%	78%	69%
Q5h. My manager deals appropriately with employees who perform poorly		54%	53%	53%	48%
Q7f. My organisation is committed to developing its employees		65%	74%	65%	53%

KEY





## EXPLORE THE FULL RESULTS

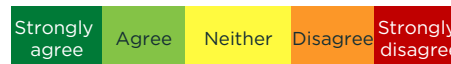
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Results are rounded and may not add up to 100%

	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	49	14	10	72%	77%	72%	67%
Q1f. I am able to keep my work stress at an acceptable level	17	50	17	13	67%	71%	68%	61%
Q2c. I receive help and support from other members of my workgroup	46	42	8		87%	89%	87%	81%
Q2d. There is good team spirit in my workgroup	45	36	8		82%	84%	81%	70%

### KEY



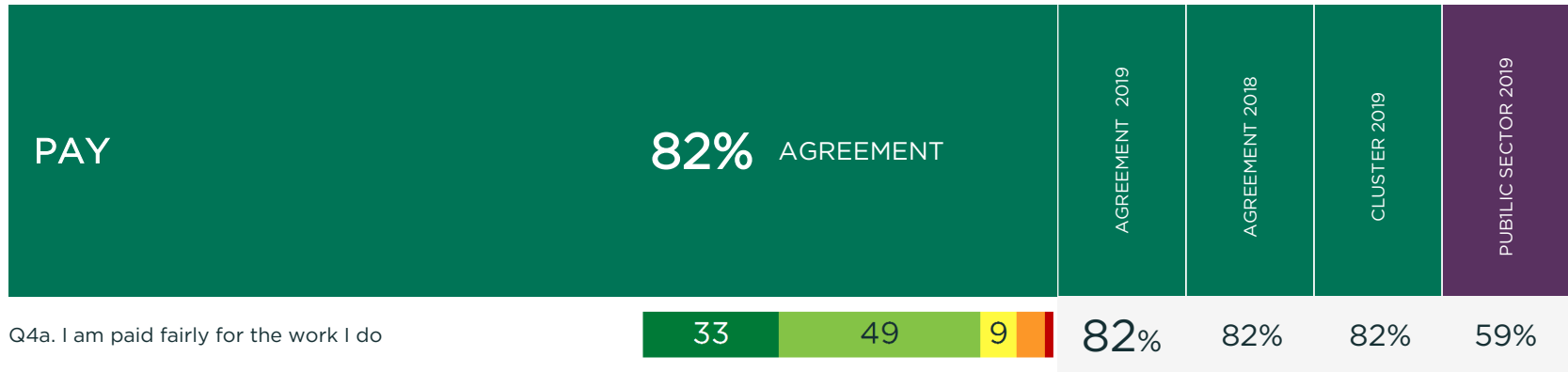


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





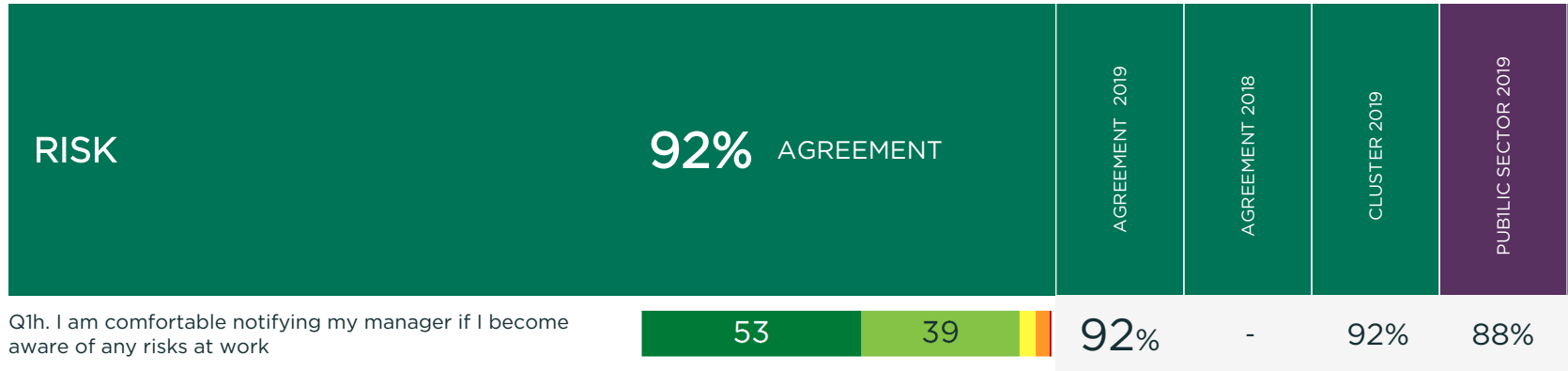


## EXPLORE THE FULL RESULTS

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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



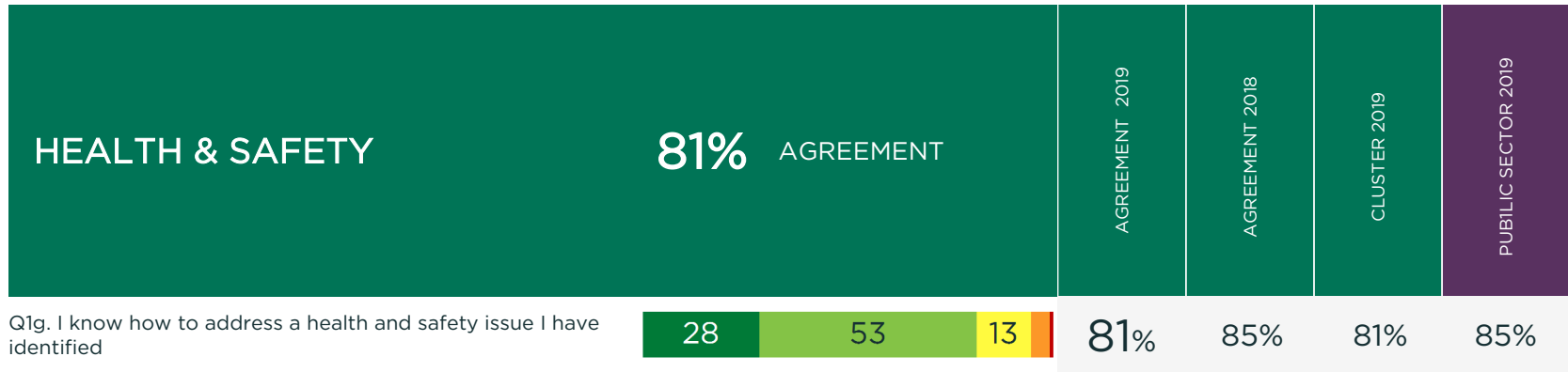


## EXPLORE THE FULL RESULTS

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%

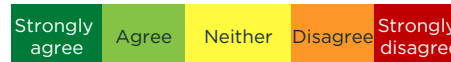
## ACTION ON RESULTS

**55%** AGREEMENT

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



KEY



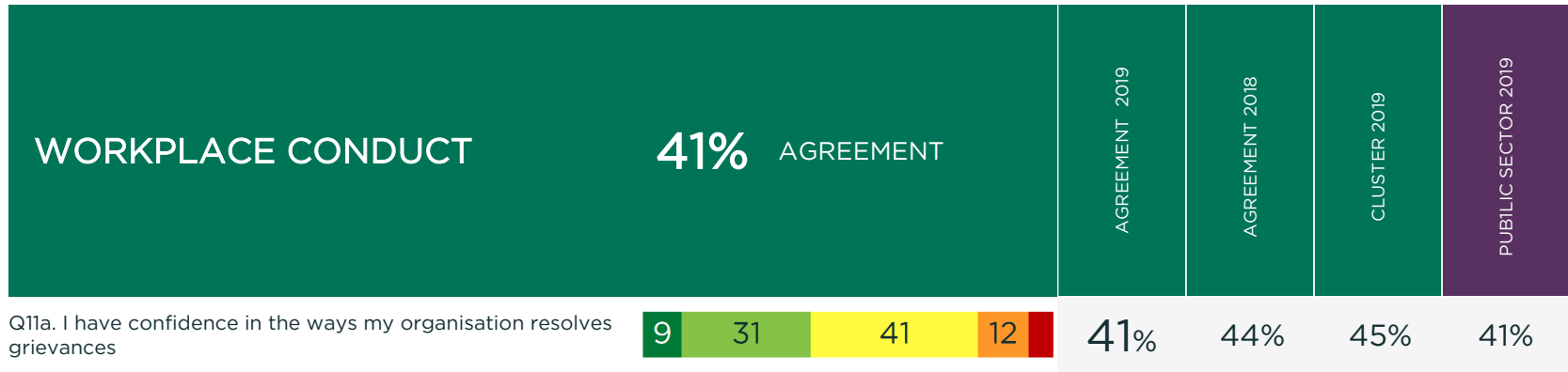


## EXPLORE THE FULL RESULTS

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

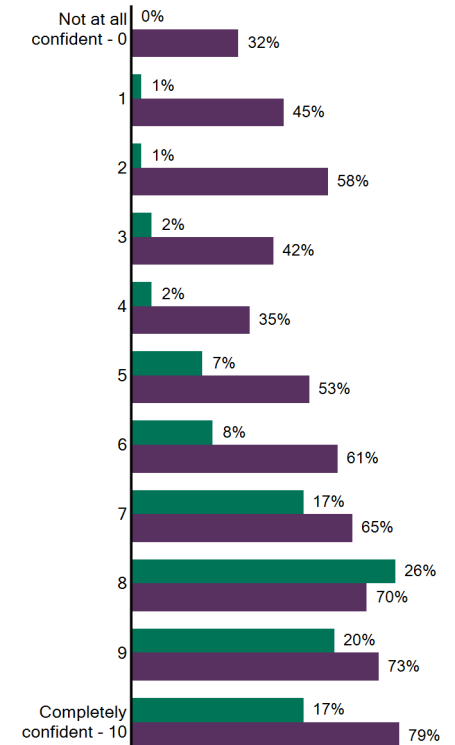
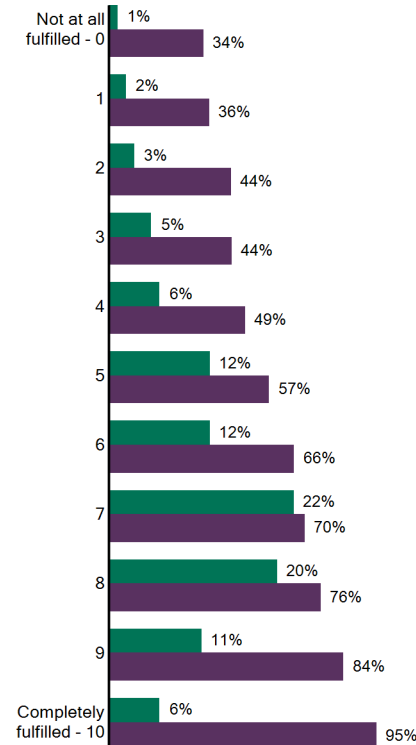
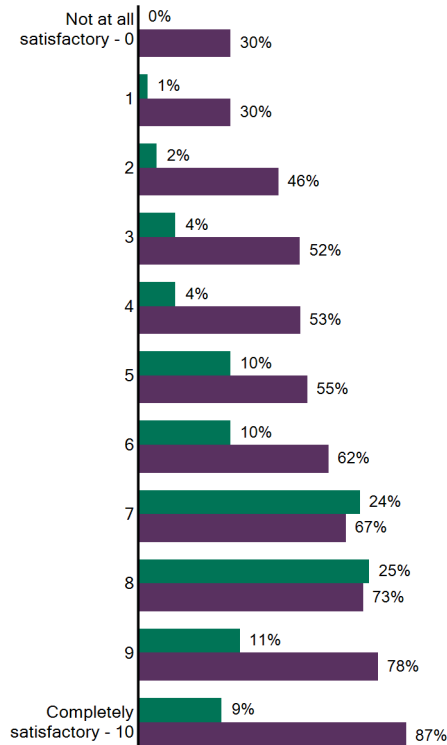


## WELLBEING AND ENGAGEMENT

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

**Q1j.** I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

### 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.



## 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		65%	65%	62%	71%
No		35%	35%	38%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		83%	85%	81%	76%
No		17%	15%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		72%	76%	66%	60%
No		28%	24%	34%	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		54%	49%	51%	41%
No		46%	51%	49%	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 visible opportunities		36%	33%	36%	29%
Lack of promotion opportunities		36%	31%	35%	28%
There are no major barriers to my career progression		30%	37%	30%	29%
Geographic location considerations		27%	23%	23%	25%
Personal/family considerations		25%	24%	22%	29%
The application/recruitment process is too cumbersome or time consuming		18%	22%	18%	22%
Lack of support for temporary assignments/secondments		15%	15%	14%	15%
Lack of required capabilities or experience		9%	11%	9%	11%
Insufficient training and development		9%	10%	9%	15%
Lack of support from my manager/supervisor		9%	8%	8%	13%
Other		6%	8%	7%	9%

% are calculated with the number of unique respondents (N = 615 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		16%	13%	15%	27%
No		74%	75%	73%	56%
Don't know		10%	12%	12%	17%

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

Yes		53%	56%	53%	65%
No		43%	41%	39%	32%
Don't know		4%	2%	8%	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
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		28%	20%	25%	33%
No		66%	72%	68%	57%
Don't know		7%	8%	8%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		13%	9%	11%	18%
No		81%	86%	83%	75%
Don't know		6%	5%	6%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

**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		35%	12%	32%	21%
Prefer not to say		20%	19%	18%	13%
Your immediate manager/supervisor		19%	37%	19%	23%
A fellow worker at your level		16%	18%	20%	27%
A subordinate		5%	7%	6%	7%
Other		4%	4%	5%	5%
A client or customer		1%	4%	1%	3%
A member of the public other than a client or customer		0%	-	0%	1%



## 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

**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%	98%	98%	94%
Don't know	1%	1%	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

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

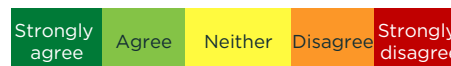
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Results are rounded and may not add up to 100%

## PREMIER AND CABINET CUSTOMISED QUESTIONS

				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My manager actively supports a diverse and inclusive work environment	41	44	11	84%	-	85%
Q2. I feel a sense of belonging in my team	34	46	11	80%	-	80%
Q3. The people I work with have safe work practices	38	52	8	90%	-	90%
Q4. My manager promotes safe work practices in my workplace	37	48	13	85%	-	85%
Q5. I feel senior managers provide me with opportunities to give feedback on my workplace experience	24	42	19	65%	-	68%
Q6. I feel comfortable providing feedback to senior managers	23	38	20	61%	-	64%
Q7. I believe my manager considers the Public Service values when recruiting new employees	27	43	24	70%	-	71%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PREMIER AND CABINET CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q8.** If I were to change one thing about the recruitment or on boarding experience it would be:

More clarity as to my role/responsibilities as a Hiring Manager		8%	8%
Reduced time for the recruitment process		37%	34%
More attention given to my induction by my manager		19%	19%
Reduced time to receive network access/equipment i.e. laptop		20%	18%
Not applicable - I would not change anything		16%	21%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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## PREMIER AND CABINET CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q9.** When completing this survey I believed the term 'Senior Managers' referred to the following people:

		2019	CLUSTER 2019
Head of the agency		5%	7%
Deputy Secretaries or equivalent		19%	16%
Executive Directors or equivalent		25%	28%
Directors or equivalent		17%	18%
The managers above my manager		33%	31%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		33%
Female		64%
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		14%
30-34		17%
35-39		16%
40-44		15%
45-49		12%
50-54		9%
55-59		8%
60-64		3%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

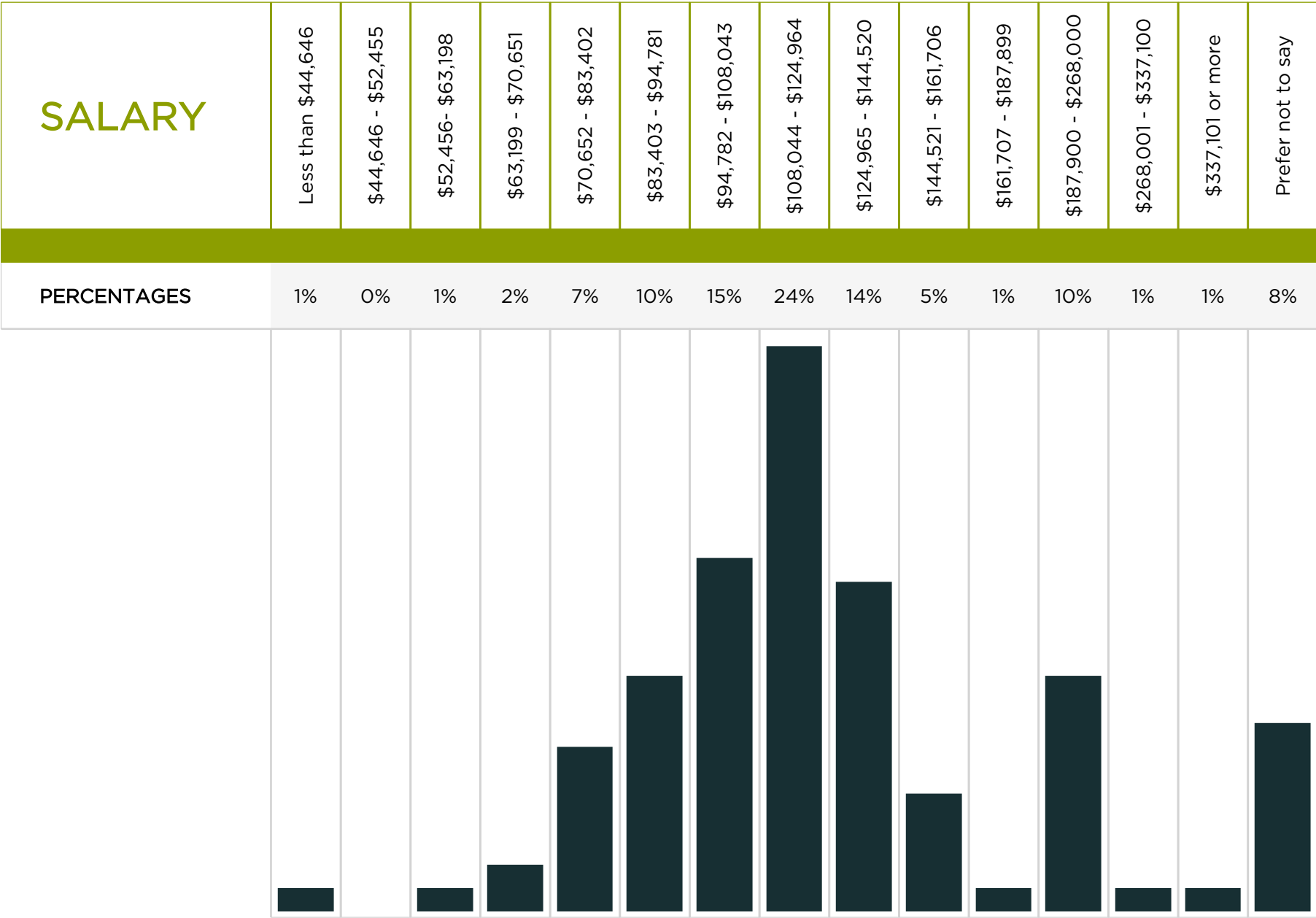
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17%
Policy	25%
Research	4%
Program and project management support	22%
Legal (including developing and/or reviewing legislation)	3%
Other	14%

# 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		22%
1 - 2 years		20%
2 - 5 years		31%
5 - 10 years		14%
10 - 20 years		10%
More than 20 years		3%

# 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	82%
Working from home	76%
Working from different locations	31%
Working additional hours to make up for time off	21%
Part-time work	12%
Leave without pay	10%
Working more hours over fewer days	9%

% are calculated with the number of unique respondents (N = 610 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>		
None of the above		6%
Study leave		4%
Job sharing		3%
Other		2%
Flexible scheduling for rostered workers		2%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 610 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 Premier and Cabinet	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>	<b>636</b>	<b>21</b>	<b>22</b>	<b>51</b>	<b>103</b>	<b>153</b>	<b>25</b>	<b>137</b>	<b>17</b>	<b>85</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	72%	65%	67%	(r)	65%	(r)	69%
<b>ENGAGEMENT WITH WORK</b>	72%	(r)	(r)	80%	72%	66%	(r)	67%	(r)	76%
<b>SENIOR MANAGERS</b>	58%	(r)	(r)	67%	43%	56%	(r)	60%	(r)	60%
<b>COMMUNICATION</b>	70%	(r)	(r)	80%	62%	70%	(r)	67%	(r)	73%
<b>HIGH PERFORMANCE</b>	72%	(r)	(r)	79%	61%	76%	(r)	70%	(r)	73%
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	(r)	75%	60%	73%	(r)	72%	(r)	71%
<b>DIVERSITY &amp; INCLUSION</b>	81%	(r)	(r)	88%	75%	82%	(r)	79%	(r)	81%

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 Premier and Cabinet	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
<b>NUMBER OF RESPONDENTS</b>	636	7	2	5	13	40	60	93	147	84	29	4	59	7
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	(r)	(r)	69%	70%	68%	67%	64%	(r)	(r)	76%	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	73%	68%	68%	71%	73%	(r)	(r)	87%	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	66%	55%	56%	51%	54%	(r)	(r)	77%	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	70%	70%	70%	67%	69%	(r)	(r)	84%	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	73%	74%	71%	66%	72%	(r)	(r)	87%	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	72%	72%	69%	67%	70%	(r)	(r)	87%	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	78%	84%	82%	80%	79%	(r)	(r)	91%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Department of Premier and Cabinet	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>636</b>	<b>5</b>	<b>51</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	58%
ENGAGEMENT WITH WORK	72%	(r)	57%
SENIOR MANAGERS	58%	(r)	44%
COMMUNICATION	70%	(r)	58%
HIGH PERFORMANCE	72%	(r)	61%
PUBLIC SECTOR VALUES	71%	(r)	59%
DIVERSITY & INCLUSION	81%	(r)	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 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 Premier and Cabinet	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>	<b>636</b>	<b>136</b>	<b>121</b>	<b>189</b>	<b>87</b>	<b>58</b>	<b>16</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	72%	69%	66%	69%	64%	(r)
ENGAGEMENT WITH WORK	72%	74%	68%	72%	76%	66%	(r)
SENIOR MANAGERS	58%	70%	54%	57%	53%	48%	(r)
COMMUNICATION	70%	78%	66%	71%	69%	62%	(r)
HIGH PERFORMANCE	72%	78%	71%	73%	73%	63%	(r)
PUBLIC SECTOR VALUES	71%	80%	69%	71%	70%	62%	(r)
DIVERSITY & INCLUSION	81%	86%	80%	81%	82%	75%	(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

# 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 Premier and Cabinet	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
<b>NUMBER OF RESPONDENTS</b>	636	501	55	131	10	76	21	188	466	6	61	26	11	37
<b>EMPLOYEE ENGAGEMENT</b>	68%	68%	62%	70%	(r)	66%	(r)	70%	68%	(r)	69%	(r)	(r)	62%
<b>ENGAGEMENT WITH WORK</b>	72%	71%	65%	75%	(r)	67%	(r)	74%	72%	(r)	70%	(r)	(r)	69%
<b>SENIOR MANAGERS</b>	58%	58%	53%	59%	(r)	59%	(r)	60%	58%	(r)	60%	(r)	(r)	46%
<b>COMMUNICATION</b>	70%	70%	67%	69%	(r)	72%	(r)	74%	71%	(r)	72%	(r)	(r)	59%
<b>HIGH PERFORMANCE</b>	72%	73%	68%	75%	(r)	73%	(r)	76%	74%	(r)	77%	(r)	(r)	57%
<b>PUBLIC SECTOR VALUES</b>	71%	72%	68%	73%	(r)	74%	(r)	74%	72%	(r)	74%	(r)	(r)	57%
<b>DIVERSITY &amp; INCLUSION</b>	81%	83%	79%	85%	(r)	84%	(r)	85%	83%	(r)	84%	(r)	(r)	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

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 Premier and Cabinet	Sydney East	Sydney West	Sydney - City and Inner South	Central West	Sydney - Parramatta	Newcastle and Lake Macquarie	Far West and Orana	Murray	Riverina	Central Coast	New England and North West	Sydney - Outer West and Blue Mountains	Capital Region
NUMBER OF RESPONDENTS	636	460	19	452	23	11	10	7	6	6	5	5	5	4
EMPLOYEE ENGAGEMENT	68%	68%	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	73%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	58%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	71%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	73%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	72%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	81%	(r)	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## 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 Premier and Cabinet	Richmond - Tweed	Coffs Harbour - Grafton	Illawarra	Mid North Coast	Sydney - Blacktown	Sydney - Eastern Suburbs	Southern Highlands and Shoalhaven	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde
NUMBER OF RESPONDENTS	636	4	3	3	2	2	2	1	1	1	1	1	1	1
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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 Premier and Cabinet	Sydney - Sutherland	Hunter Valley exc Newcastle	Outside NSW	Sydney - Baulkham Hills and Hawkesbury	Sydney - South West
<b>NUMBER OF RESPONDENTS</b>	<b>636</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	70%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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LESS THAN REPORT SCORE

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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 Premier and Cabinet	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	636	1	20	87	102	97	92	73	56	47	19	10
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	68%	69%	63%	69%	68%	68%	71%	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	68%	73%	66%	71%	75%	75%	75%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	59%	59%	56%	60%	57%	58%	51%	(r)	(r)
COMMUNICATION	70%	(r)	(r)	70%	71%	70%	72%	69%	69%	67%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	74%	75%	70%	75%	72%	69%	66%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	72%	74%	70%	73%	71%	67%	66%	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	82%	82%	80%	81%	82%	78%	79%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

# 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 Premier and Cabinet	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>636</b>	<b>203</b>	<b>388</b>	<b>16</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	70%	67%	(r)
ENGAGEMENT WITH WORK	72%	75%	71%	(r)
SENIOR MANAGERS	58%	55%	60%	(r)
COMMUNICATION	70%	69%	71%	(r)
HIGH PERFORMANCE	72%	71%	73%	(r)
PUBLIC SECTOR VALUES	71%	69%	73%	(r)
DIVERSITY & INCLUSION	81%	81%	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



# 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

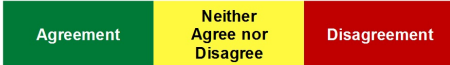
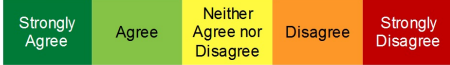
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.