



2019 | NSW Public Sector  
Employee Survey

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## AGENCY REPORT

Family and Community Services

# Multicultural NSW



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## RESPONSE RATE

# 84%

58 OF 69 RESPONDENTS

RESPONSE RATE 2018: 71%

## EMPLOYEE ENGAGEMENT

# 73%

DIFFERENCE FROM 2018 **+2**  
(71%)

DIFFERENCE FROM CLUSTER **+7**  
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+7**  
(66%)

## ENGAGEMENT WITH WORK

# 77% -

DIFFERENCE FROM 2018 **0**  
(77%)

DIFFERENCE FROM CLUSTER **+3**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+4**  
(73%)

## SENIOR MANAGERS

# 58%

DIFFERENCE FROM 2018 **+5**  
(53%)

DIFFERENCE FROM CLUSTER **+5**  
(53%)

DIFFERENCE FROM PUBLIC SECTOR **+8**  
(50%)

## COMMUNICATION

# 71%

DIFFERENCE FROM 2018 **-1**  
(73%)

DIFFERENCE FROM CLUSTER **+5**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+9**  
(62%)

## HIGH PERFORMANCE

# 73%

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

DIFFERENCE FROM CLUSTER **+6**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+8**  
(65%)

## PUBLIC SECTOR VALUES

# 71%

DIFFERENCE FROM 2018 **+4**  
(68%)

DIFFERENCE FROM CLUSTER **+5**  
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+9**  
(62%)

## DIVERSITY & INCLUSION

# 80% -

DIFFERENCE FROM 2018 **0**  
(80%)

DIFFERENCE FROM CLUSTER **+6**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+11**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 70%

DIFFERENCE FROM 2018 **-11**  
(81%)

DIFFERENCE FROM CLUSTER **+3**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+11**  
(59%)

## ACTION ON RESULTS

# 57%

DIFFERENCE FROM 2018 **+9**  
(48%)

DIFFERENCE FROM CLUSTER **+13**  
(44%)

DIFFERENCE FROM PUBLIC SECTOR **+18**  
(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
2e. People in my workgroup treat each other with respect	97%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	95%	-
2a. My workgroup strives to achieve customer/client satisfaction	93%	90%
2c. I receive help and support from other members of my workgroup	93%	90%
2b. My workgroup works collaboratively to achieve its objectives	91%	82%
5b. My manager listens to what I have to say	91%	90%
1g. I know how to address a health and safety issue I have identified	88%	84%
2d. There is good team spirit in my workgroup	88%	80%
1a. I understand what is expected of me to do well in my role	88%	96%
5f. I have confidence in the decisions my manager makes	86%	78%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
3g. I am satisfied with the opportunities available for career development in my organisation	31%	44%
7g. I have confidence in the way recruitment decisions are made	39%	53%
3f. I have received appropriate training and development to do my job well	41%	58%
3e. My performance is assessed against clear criteria	43%	64%
7f. My organisation is committed to developing its employees	46%	50%
7c. I feel that change is managed well in my organisation	49%	45%
11a. I have confidence in the ways my organisation resolves grievances	50%	45%
6h. I feel that senior managers listen to employees	51%	49%
6a. I believe senior managers provide clear direction for the future of the organisation	53%	48%
6g. I feel that senior managers keep employees informed about what's going on	53%	53%



### 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
6i. Senior managers in my organisation support the career advancement of women	70%	49%
7b. My organisation is making the necessary improvements to meet our future challenges	72%	56%
6c. I feel that senior managers model the values of my organisation	63%	50%
7l. My organisation motivates me to help it achieve its objectives	68%	55%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	72%	59%
7k. I feel a strong personal attachment to my organisation	81%	71%
2b. My workgroup works collaboratively to achieve its objectives	91%	82%
10a. I believe action will be taken on the results from this survey by my organisation	57%	48%
2e. People in my workgroup treat each other with respect	97%	88%
6b. I feel that senior managers effectively lead and manage change	56%	48%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
3e. My performance is assessed against clear criteria	43%	64%
3f. I have received appropriate training and development to do my job well	41%	58%
7g. I have confidence in the way recruitment decisions are made	39%	53%
8e. My manager supports flexible working in my team	72%	85%
3g. I am satisfied with the opportunities available for career development in my organisation	31%	44%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	70%	81%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	78%
1a. I understand what is expected of me to do well in my role	88%	96%
5c. My manager communicates effectively with me	81%	88%
5g. My manager provides acknowledgement or other recognition for the work I do	81%	88%



### 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

**Q7f.** My organisation is committed to developing its employees



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



**Q3f.** I have received appropriate training and development to do my job well



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



**Q3e.** My performance is assessed against clear criteria



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q7f.** My organisation is committed to developing its employees



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



**Q3f.** I have received appropriate training and development to do my job well



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



**Q3e.** My performance is assessed against clear criteria



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q7f.** My organisation is committed to developing its employees



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



**Q3f.** I have received appropriate training and development to do my job well



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



**Q3e.** My performance is assessed against clear criteria



## 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: 58

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	33	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	17
Female	67	Ongoing/Permanent (other than senior executive)	65	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)	8
Other	0	Temporary (including temporary teachers and graduates)	11	Administrative support (e.g. executive/personal assistant, receptionist)	9
		Casual	4	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	23
		Contract – Non Executive	7	Policy	11
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	6	Research	0
		Other	0	Program and project management support	13
		Don't know	0	Legal (including developing and/or reviewing legislation)	0
				Other	19
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	25	Yes	7	Less than 1 year	21
35 - 54 years	62	No	93	1 - 2 years	19
55+ years	13			2 - 5 years	47
		Supervisors	Survey %	5 - 10 years	6
		Yes	29	10 - 20 years	6
		No	71	More than 20 years	2
		Working arrangement	Survey %		
		Full-time	93	Salary	Survey %
		Part-time	7	\$83,402 and below	26
				\$83,403 - \$108,043	45
				\$108,044 - \$144,520	13
				\$144,521 and above	8
				Prefer not to say	8
LOTE spoken at home	Survey %				
Yes	46				
No	48				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	0				
No	98				
Prefer not to say	2				
Disability	Survey %				
Yes	4				
No	95				
Prefer not to say	2				
LGBTI	Survey %				
Yes	9				
No	82				
Prefer not to say	9				

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.

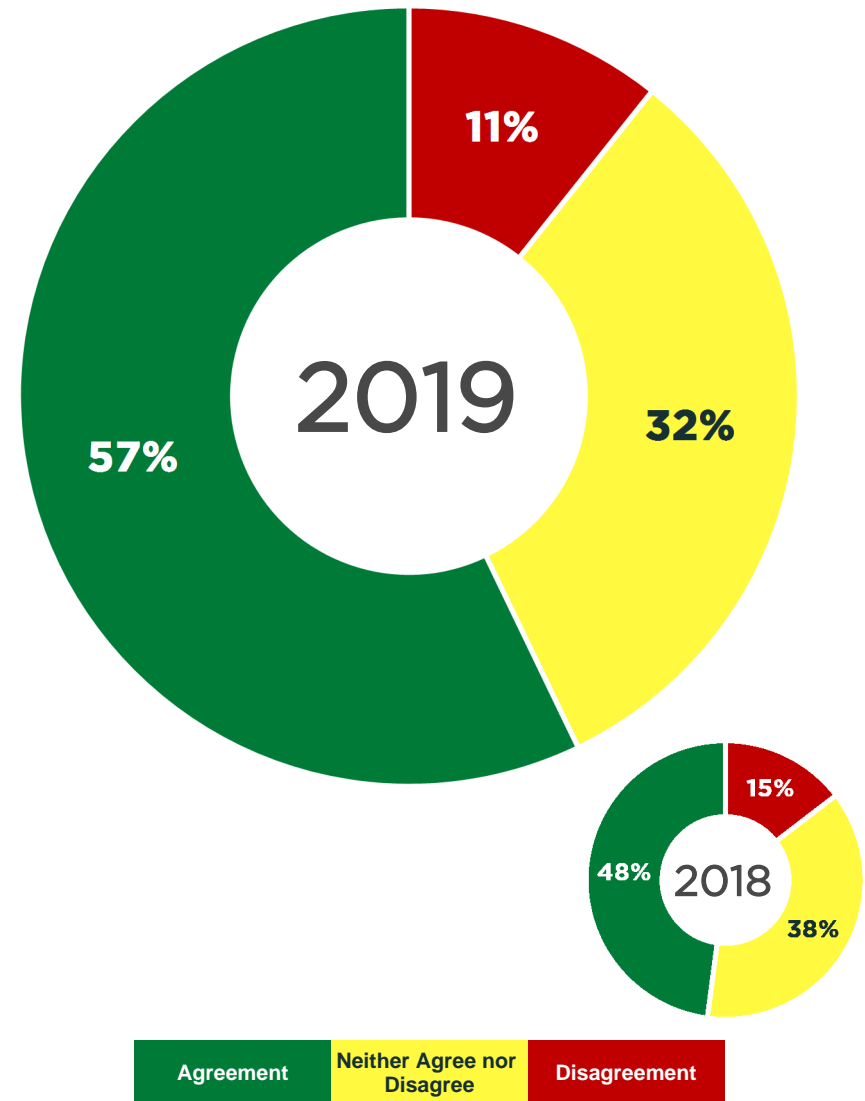
Results are rounded and may not add up to 100%

# 57%

of employees replied favourably to:

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

<b>39%</b>	<b>44%</b>	<b>48%</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>51%</b>	49%	46%	44%
<b>2</b>	<b>Q11a.</b> I have confidence in the ways my organisation resolves grievances	<b>50%</b>	45%	38%	41%
<b>3</b>	<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives	<b>64%</b>	67%	69%	61%
<b>4</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>53%</b>	48%	54%	51%
<b>5</b>	<b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>86%</b>	88%	80%	77%
<b>6</b>	<b>Q7g.</b> I have confidence in the way recruitment decisions are made	<b>39%</b>	53%	36%	39%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Multicultural NSW

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.

	Multicultural NSW	Community Engagement	Corporate Services	Language Service Operations	Policy Settlement & Briefings
NUMBER OF RESPONDENTS	58	16	10	16	12
EMPLOYEE ENGAGEMENT	73%	66%	70%	78%	76%
ENGAGEMENT WITH WORK	77%	67%	77%	90%	72%
SENIOR MANAGERS	58%	41%	41%	74%	70%
COMMUNICATION	71%	69%	50%	75%	82%
HIGH PERFORMANCE	73%	76%	57%	74%	80%
PUBLIC SECTOR VALUES	71%	63%	51%	82%	81%
DIVERSITY & INCLUSION	80%	83%	76%	81%	78%

### 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

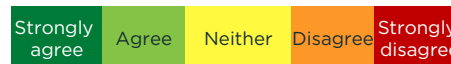
Questions are grouped by topics in this report.

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	73% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q7i. I would recommend my organisation as a great place to work	30	42	23	72%	67%	60%	62%	
Q7j. I am proud to tell others I work for my organisation	35	42	23	77%	78%	67%	70%	
Q7k. I feel a strong personal attachment to my organisation	28	53	16	81%	71%	63%	64%	
Q7l. My organisation motivates me to help it achieve its objectives	18	50	25	68%	55%	59%	56%	
Q7m. My organisation inspires me to do the best in my job	21	40	30	7	61%	61%	59%	56%

### KEY





## EXPLORE THE FULL RESULTS

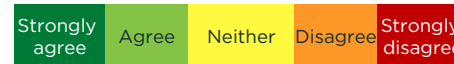
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ENGAGEMENT WITH WORK		77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1c. My job gives me a feeling of personal accomplishment	22	55	19	78%	78%	77%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	34	45	16	79%	82%	76%	72%	
Q1e. I am satisfied with my job	22	52	17	9	74%	70%	70%	69%

### 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%

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	39	25	19	53%	48%	54%	51%
Q6b. I feel that senior managers effectively lead and manage change	16	40	18	21	56%	48%	51%	47%
Q6c. I feel that senior managers model the values of my organisation	14	49	14	18	63%	50%	57%	52%
Q6d. Senior managers encourage innovation by employees	9	56	21	12	65%	59%	52%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	54	23	7	72%	59%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	45	27	7	64%	67%	69%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	21	23	53%	53%	50%	48%
Q6h. I feel that senior managers listen to employees	18	33	30	16	51%	49%	46%	44%
Q7c. I feel that change is managed well in my organisation	16	33	19	25	49%	45%	39%	42%

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%

COMMUNICATION	71% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	38	43	12		81%	88%	77%	72%
Q5d. My manager encourages and values employee input	43	40	10		83%	82%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	38	38	17		76%	82%	74%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	21	23	53%	53%	50%	48%
Q6h. I feel that senior managers listen to employees	18	33	30	16	51%	49%	46%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	53	16		84%	82%	74%	69%

KEY





## EXPLORE THE FULL RESULTS

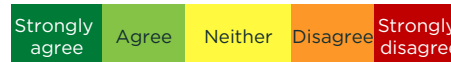
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE			73% 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	45	43	9	88%	96%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	55	36		91%	82%	84%	79%	
Q3f. I have received appropriate training and development to do my job well	34	36	17	41%	58%	61%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	50	14	83%	78%	80%	75%	
Q5f. I have confidence in the decisions my manager makes	37	49		86%	78%	75%	69%	
Q6d. Senior managers encourage innovation by employees	9	56	21	65%	59%	52%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	54	23	72%	59%	61%	53%	
Q7a. My organisation focuses on improving the work we do	19	63	12	82%	78%	75%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	60	21	72%	56%	58%	57%	

KEY



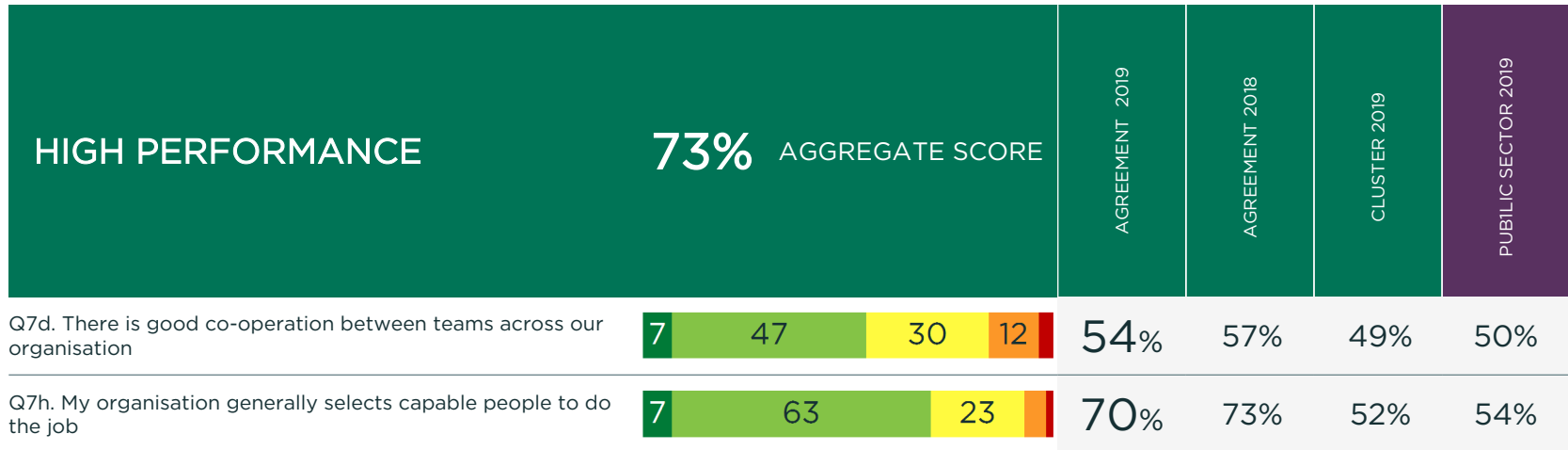


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







## 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%

PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	52	41	93%	90%	89%	86%	
Q2e. People in my workgroup treat each other with respect	67	29	97%	88%	81%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	50	14	83%	78%	80%	75%	
Q5b. My manager listens to what I have to say	41	50		91%	90%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	39	25	19	53%	48%	54%	51%
Q6c. I feel that senior managers model the values of my organisation	14	49	14	18	63%	50%	57%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	45	27	7	64%	67%	69%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	21	32	21	23	53%	53%	50%	48%
Q6h. I feel that senior managers listen to employees	18	33	30	16	51%	49%	46%	44%

KEY



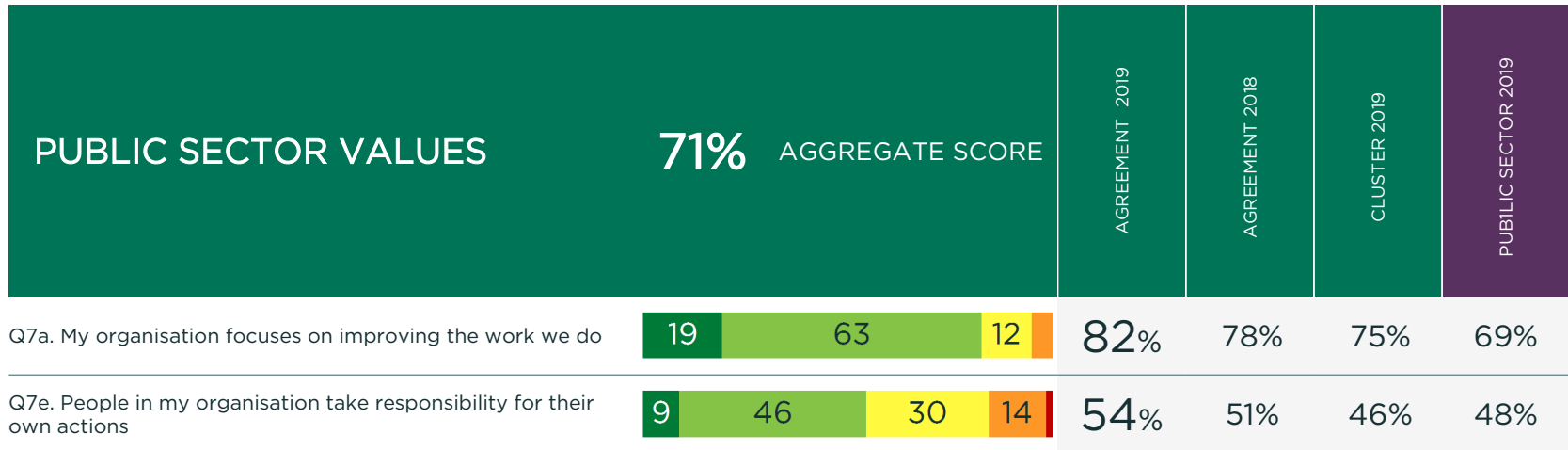


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



### KEY





## EXPLORE THE FULL RESULTS

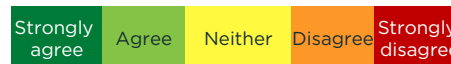
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DIVERSITY & INCLUSION	80% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	24	57	12	81%	84%	68%	67%	
Q5b. My manager listens to what I have to say	41	50	9	91%	90%	82%	76%	
Q5d. My manager encourages and values employee input	43	40	10	83%	82%	79%	73%	
Q6i. Senior managers in my organisation support the career advancement of women	27	43	29	70%	49%	65%	61%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	39	47	7	86%	88%	80%	77%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	35	49	9	84%	80%	79%	76%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	53	16	84%	82%	74%	69%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	28	42	18	9	70%	81%	67%	59%
Q8e. My manager supports flexible working in my team	25	47	21	72%	85%	74%	63%	

KEY



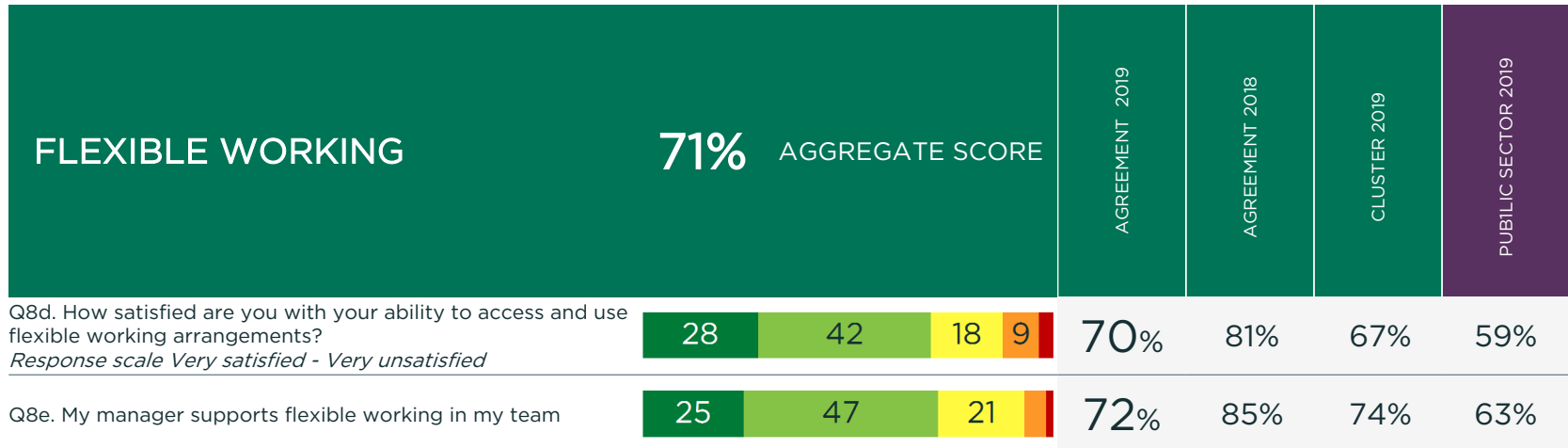


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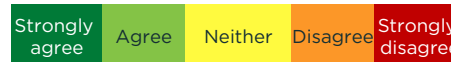
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KEY



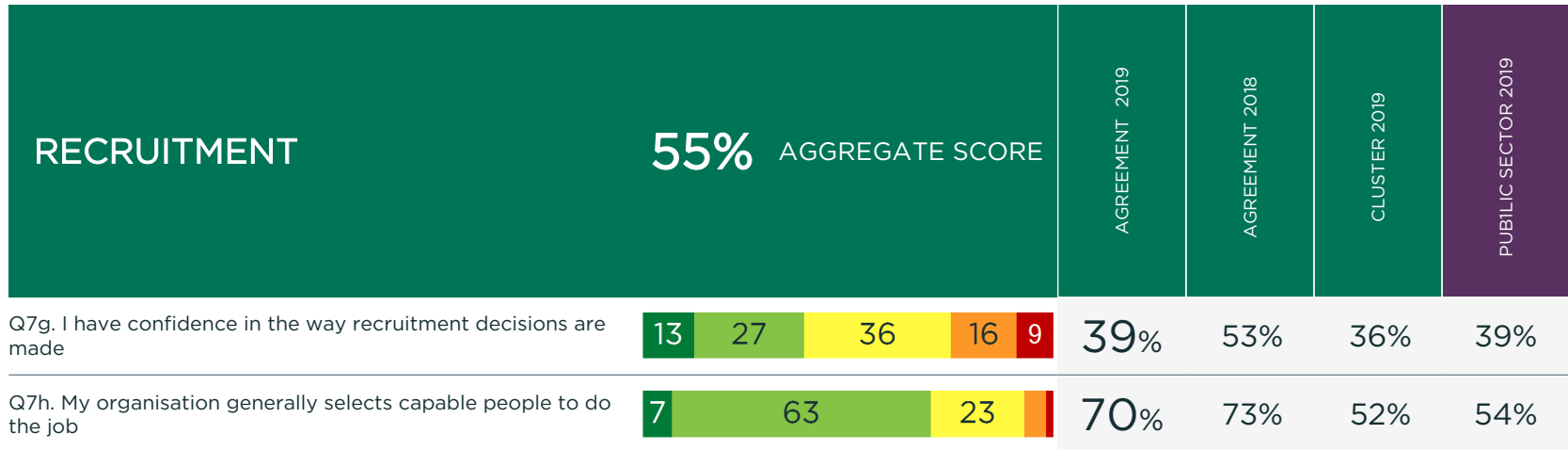


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

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.

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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**54%** 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		67%	78%	70%	66%
Q3e. My performance is assessed against clear criteria		43%	64%	53%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		31%	44%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		81%	88%	75%	69%
Q5h. My manager deals appropriately with employees who perform poorly		57%	53%	50%	48%
Q7f. My organisation is committed to developing its employees		46%	50%	54%	53%

KEY





## EXPLORE THE FULL RESULTS

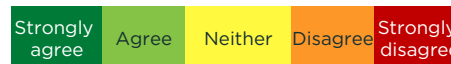
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Results are rounded and may not add up to 100%

	82% 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	24	57	12		81%	84%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	10	57	16	16	67%	70%	64%	61%
Q2c. I receive help and support from other members of my workgroup	55	38			93%	90%	85%	81%
Q2d. There is good team spirit in my workgroup	59	29			88%	80%	76%	70%

KEY



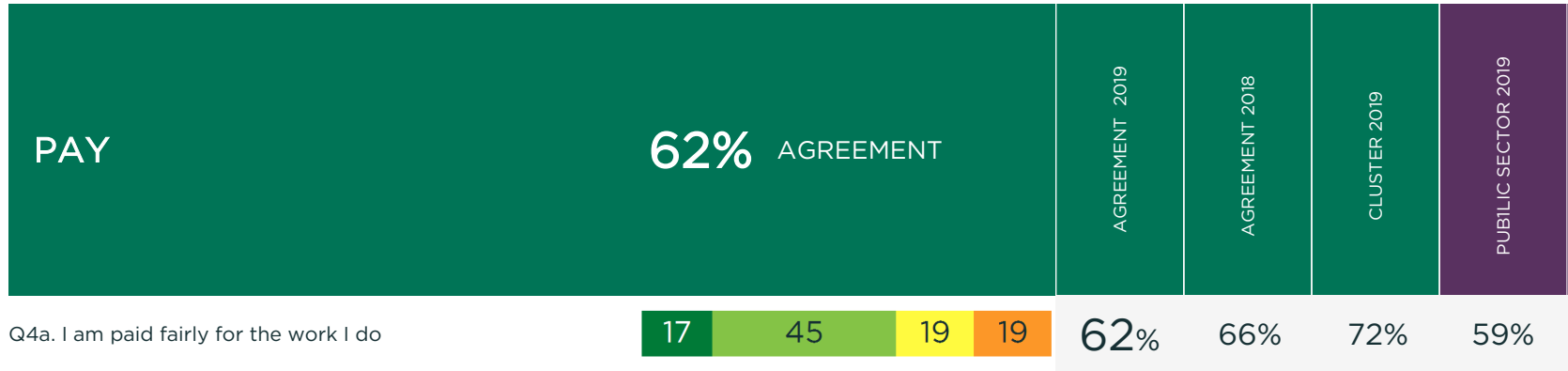


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





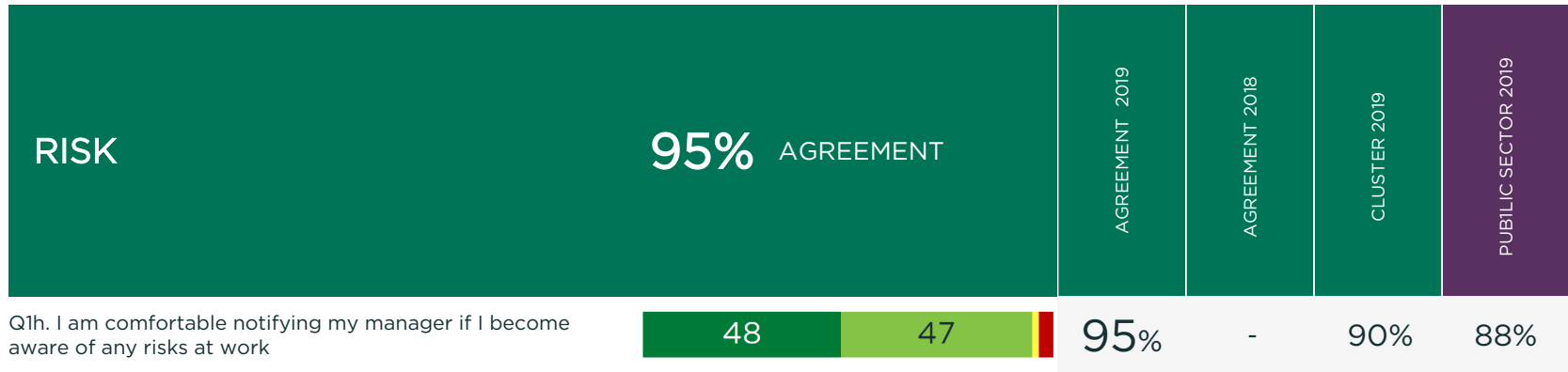


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY



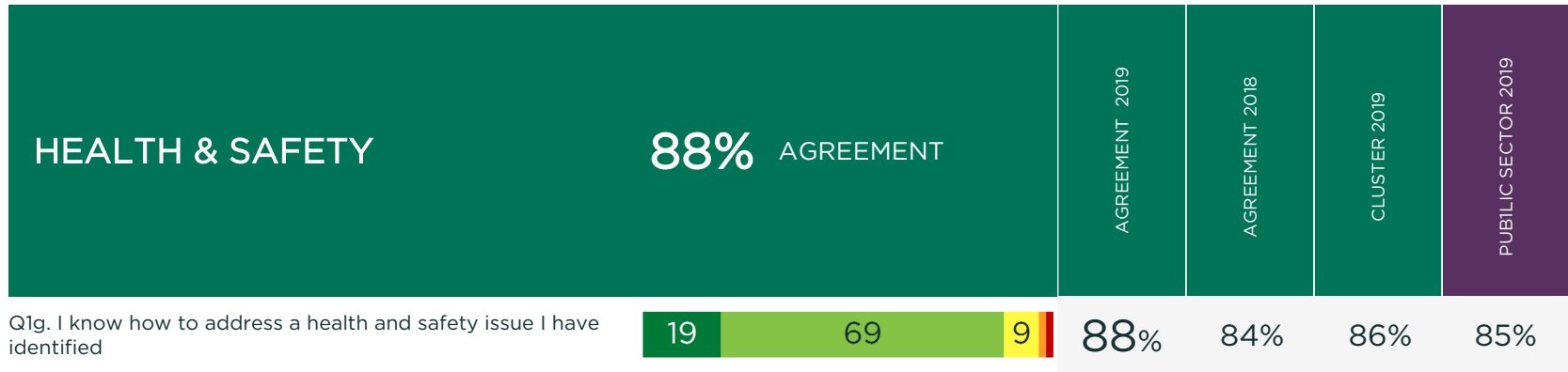


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

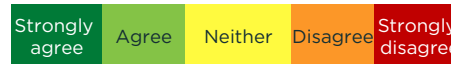
## ACTION ON RESULTS

**57%** AGREEMENT

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



KEY



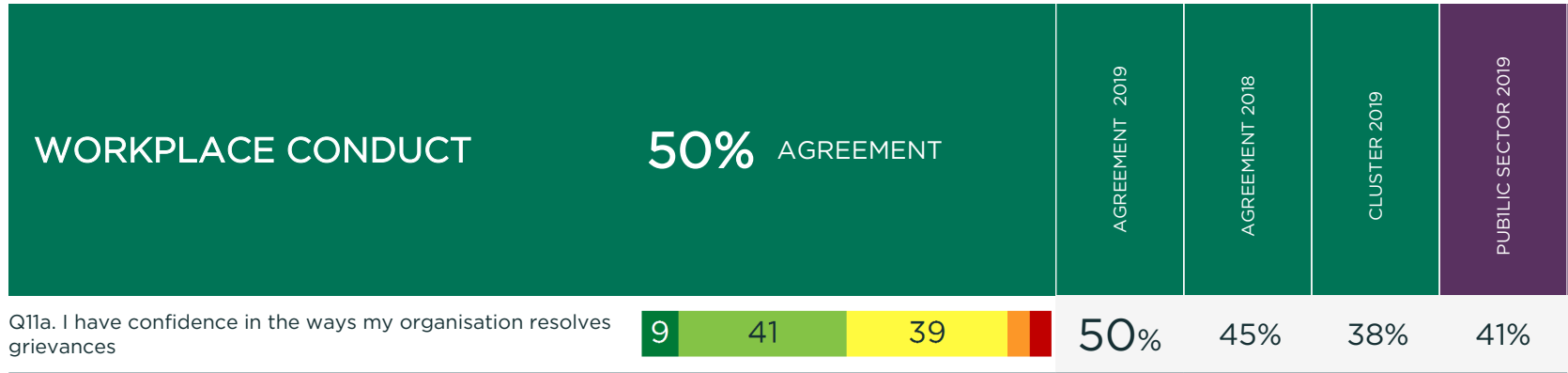


## EXPLORE THE FULL RESULTS

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

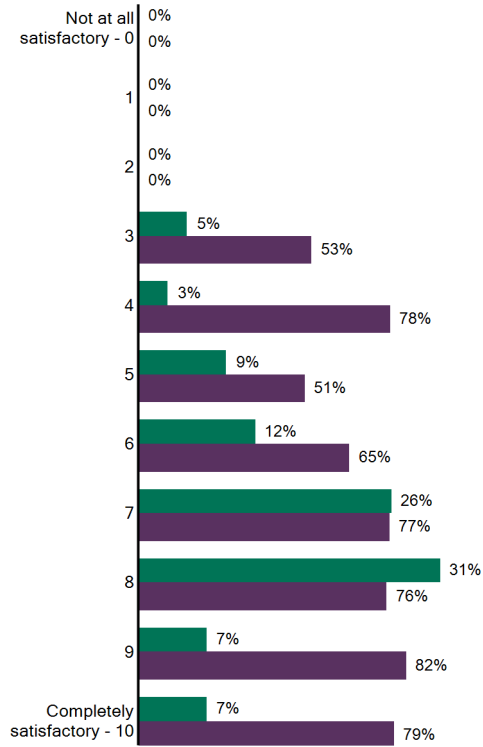
### EXPLORE THE FULL RESULTS

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.....



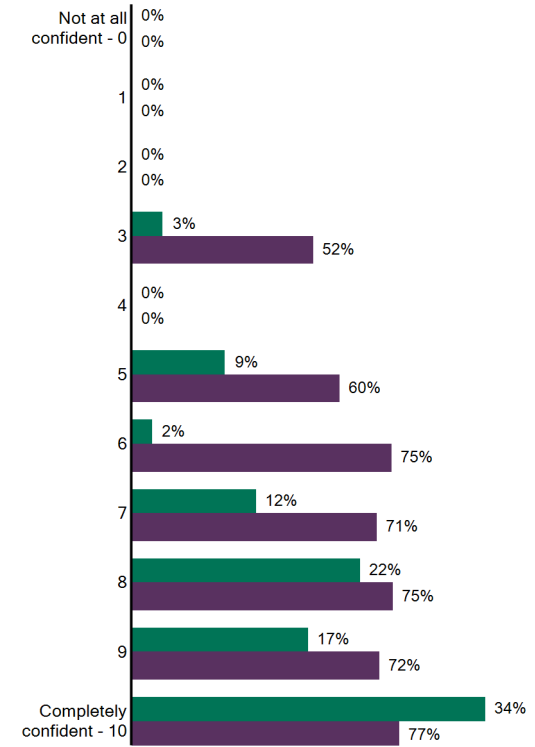
Proportion of respondents answering each response option

**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		41%	72%	53%	71%
No		59%	28%	47%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		83%	78%	81%	76%
No		17%	22%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		64%	74%	64%	60%
No		36%	26%	36%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of promotion opportunities		41%	37%	27%	28%
There are no major barriers to my career progression		38%	35%	26%	29%
Lack of visible opportunities		38%	39%	30%	29%
The application/recruitment process is too cumbersome or time consuming		18%	15%	27%	22%
Insufficient training and development		14%	20%	16%	15%
Geographic location considerations		11%	22%	29%	25%
Lack of required capabilities or experience		11%	4%	13%	11%
Lack of support for temporary assignments/secondments		9%	13%	19%	15%
Other		7%	9%	9%	9%
Personal/family considerations		5%	17%	29%	29%
Lack of support from my manager/supervisor		2%	2%	12%	13%

% are calculated with the number of unique respondents (N = 56 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		11%	15%	29%	27%
No		54%	57%	55%	56%
Don't know		36%	28%	16%	17%

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

Yes	(r)
No	(r)
Don't know	(r)



## 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		13%	22%	32%	33%
No		71%	61%	58%	57%
Don't know		16%	16%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		4%	6%	16%	18%
No		86%	88%	77%	75%
Don't know		11%	6%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

A senior manager	(r)
Your immediate manager/supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



## 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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	0%	-	2%	4%
No	100%	98%	96%	94%
Don't know	0%	2%	2%	2%

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

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



## EXPLORE THE FULL RESULTS

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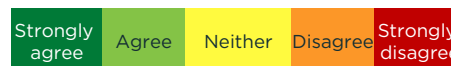
Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My manager communicates the importance of customers / clients in achieving our business objectives	27	50	20	77%	85%	82%
Q2. I am equipped to provide advice and service that helps empower clients	25	45	23	70%	85%	82%
Q3. I understand how my work links to the priorities in the Strategic Plan	16	41	32	57%	31%	70%
Q4. I understand what I can do to promote a zero tolerance of violence against women	36	48	16	84%	87%	88%
Q5. All things considered, I feel my organisation provides good support for my mental health and wellbeing	23	50	21	73%	69%	59%
Q9. My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	16	43	36	59%	-	74%
Q10. My manager is committed to, and supportive of, diverse workgroups	37	46	15	83%	-	83%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q6. What is your job family?

		2019	CLUSTER 2019
Administration		15%	12%
Business Enabler and Manager (Legal, IT, Finance, HR)		18%	8%
Child Protection		0%	29%
Client Service Officer and Manager		7%	16%
Disability Services		0%	2%
Policy/Project/Program Officer and Manager		27%	16%
Property and Asset Management		2%	3%
Psychologist		0%	1%
Senior Executive		7%	2%
Other		24%	11%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

#### Q7. What is your role?

		2019	CLUSTER 2019
Administration		11%	12%
Business Enabler (Legal, IT, Finance, HR)		15%	6%
Business Manager (Legal, IT, Finance, HR)		6%	1%
Child Protection Caseworker		0%	16%
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		0%	1%
Caseworker - Helpline		0%	2%
Casework Support Worker		0%	2%
Casework Specialist		0%	2%
Manager - Child Protection (Manager Casework and Manager Client Services)		0%	5%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q7. What is your role?

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





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q7. What is your role?

		2019	CLUSTER 2019
Disability Support Worker		0%	0%
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)		0%	1%
Psychologist		0%	1%
Policy/Program/Project Officer		17%	11%
Policy/Program/Project Manager		9%	4%
Senior Executive Band 1		6%	2%
Senior Executive Band 2 and 3		2%	0%
Other		30%	16%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## FAMILY AND COMMUNITY SERVICES

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
The Secretary and Deputy Secretaries		0%	3%
My Executive Director and above		7%	13%
My Director and above		65%	31%
My Manager's Manager and above		15%	34%
My Manager and above		13%	19%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		33%
Female		67%
Other		0%

# 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		2%
25-29	█	6%
30-34	█	17%
35-39	█	23%
40-44	█	13%
45-49	█	9%
50-54	█	17%
55-59		4%
60-64	█	8%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

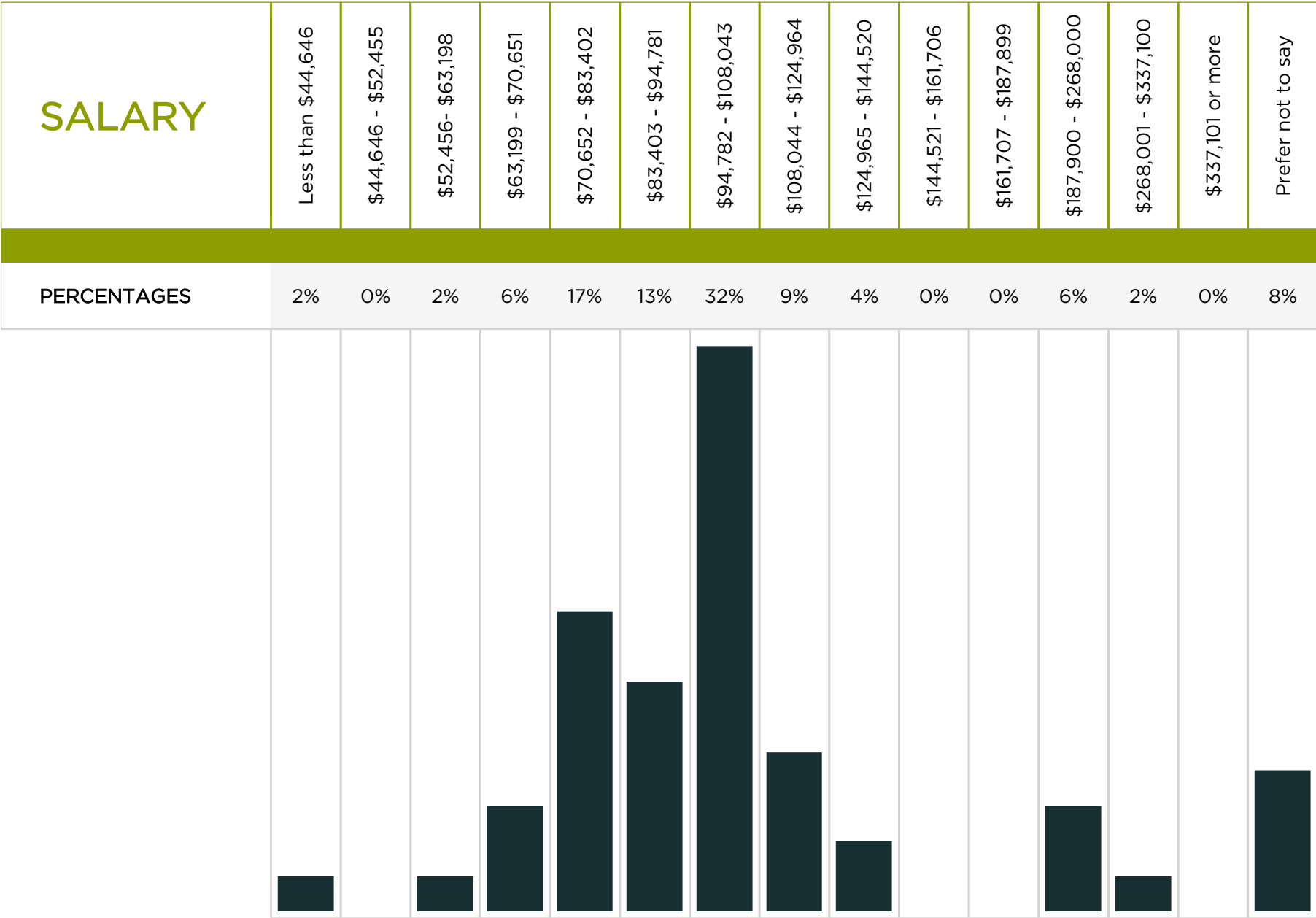
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	17%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	8%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	23%
Policy	11%
Research	0%
Program and project management support	13%
Legal (including developing and/or reviewing legislation)	0%
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		21%
1 - 2 years		19%
2 - 5 years		47%
5 - 10 years		6%
10 - 20 years		6%
More than 20 years		2%

# 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		80%
Working from home		42%
Leave without pay		13%
Working additional hours to make up for time off		11%
None of the above		11%
Working more hours over fewer days		7%
Working from different locations		7%

% are calculated with the number of unique respondents (N = 55 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>	
Part-time work	5%
Other	5%
Study leave	4%
Flexible scheduling for rostered workers	2%
Job sharing	2%
Purchasing annual leave	2%

% are calculated with the number of unique respondents (N = 55 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%

	Multicultural NSW	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>58</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>10</b>
<b>EMPLOYEE ENGAGEMENT</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	<b>77%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>80%</b>	(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

# 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%

	Multicultural NSW	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	58	1	0	1	3	9	7	17	5	2	0	0	3	1
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(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	80%	(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

# 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%

	Multicultural NSW	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>0</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)
COMMUNICATION	71%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)
DIVERSITY & INCLUSION	80%	(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 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%

	Multicultural NSW	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>58</b>	<b>11</b>	<b>10</b>	<b>25</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(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

# 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%

	Multicultural NSW	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	58	44	4	6	1	3	1	4	23	1	7	2	3	6
EMPLOYEE ENGAGEMENT	73%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

\*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%

	Multicultural NSW	Sydney East	Sydney West	Sydney - Parramatta	Sydney - City and Inner South	Sydney - Inner West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	58	2	50	50	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	82%	(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

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LESS THAN REPORT SCORE

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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%

	Multicultural NSW	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	58	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(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	80%	(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%

	Multicultural NSW	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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# 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%

	Multicultural NSW	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>	<b>58</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>9</b>	<b>12</b>	<b>7</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>4</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(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)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(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)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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LESS THAN REPORT SCORE

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# 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%

	Multicultural NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>18</b>	<b>36</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(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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## 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%

	Multicultural NSW	Administration	Business Enabler and Manager (Legal, IT, Finance, HR)	Child Protection	Client Service Officer and Manager	Disability Services	Policy/Project/Program Officer and Manager	Property and Asset Management	Psychologist	Senior Executive	Other
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>8</b>	<b>10</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>13</b>
<b>EMPLOYEE ENGAGEMENT</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	<b>77%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>80%</b>	(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

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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%

	Multicultural NSW	Administration	Business Enabler (Legal, IT, Finance, HR)	Business Manager (Legal, IT, Finance, HR)	Child Protection Caseworker	Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)	Caseworker - Helpline	Casework Support Worker	Casework Specialist	Manager - Child Protection (Manager Casework and Manager Client Services)	Asset Management	Client Liaison Officer / Client Service Officer (field and HCC)	Housing Manager / Housing Team Leader	Property Management
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>6</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	<b>77%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>80%</b>	(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%

	Multicultural NSW	Disability Case Manager	Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	Coordinator Accommodation and Respite	Manager / Residential Unit Nurse Manager / Nurse Unit Manager	Large Residential Centre (LRC) Manager	Disability Clinician	Disability Team Leader	Disability Support Worker	Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	Psychologist	Policy/Program/Project Officer	Policy/Program/Project Manager	Senior Executive Band 1
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	<b>77%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>58%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>73%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>80%</b>	(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%

	Multicultural NSW	Senior Executive Band 2 and 3	Other
<b>NUMBER OF RESPONDENTS</b>	<b>58</b>	<b>1</b>	<b>16</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)
ENGAGEMENT WITH WORK	77%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)
COMMUNICATION	71%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

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# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

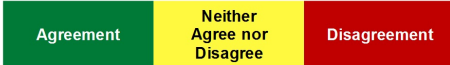
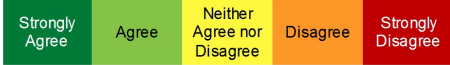
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

## **i** HOW TO READ THIS REPORT

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT METHODOLOGY

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