



2019 | NSW Public Sector
Employee Survey

CLUSTER REPORT

Finance and Services



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RESPONSE RATE

84%

7,984 OF 9,493 RESPONDENTS

RESPONSE RATE 2018: 91%

EMPLOYEE ENGAGEMENT

67%

DIFFERENCE FROM 2018 **+1**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(66%)

ENGAGEMENT WITH WORK

71%



DIFFERENCE FROM 2018 **0**
(72%)

DIFFERENCE FROM PUBLIC SECTOR **-1**
(73%)

SENIOR MANAGERS

57%



DIFFERENCE FROM 2018 **+2**
(55%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(50%)

COMMUNICATION

68%



DIFFERENCE FROM 2018 **+2**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(62%)

HIGH PERFORMANCE

69%



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

DIFFERENCE FROM PUBLIC SECTOR **+4**
(65%)

PUBLIC SECTOR VALUES

69%



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

DIFFERENCE FROM PUBLIC SECTOR **+6**
(62%)

DIVERSITY & INCLUSION

75%



DIFFERENCE FROM 2018 **+1**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(69%)

FLEXIBLE WORKING SATISFACTION

67%



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

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

ACTION ON RESULTS

50%



DIFFERENCE FROM 2018 **+2**
(48%)

DIFFERENCE FROM PUBLIC SECTOR **+11**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
2a. My workgroup strives to achieve customer/client satisfaction	89%	88%
1a. I understand what is expected of me to do well in my role	88%	88%
2c. I receive help and support from other members of my workgroup	85%	85%
1g. I know how to address a health and safety issue I have identified	85%	84%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	81%
2b. My workgroup works collaboratively to achieve its objectives	82%	82%
2e. People in my workgroup treat each other with respect	81%	81%
5b. My manager listens to what I have to say	81%	80%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	78%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	42%	43%
7c. I feel that change is managed well in my organisation	46%	44%
11a. I have confidence in the ways my organisation resolves grievances	48%	45%
3g. I am satisfied with the opportunities available for career development in my organisation	50%	49%
10a. I believe action will be taken on the results from this survey by my organisation	50%	48%
6h. I feel that senior managers listen to employees	51%	51%
6b. I feel that senior managers effectively lead and manage change	52%	51%
5h. My manager deals appropriately with employees who perform poorly	53%	51%
7d. There is good co-operation between teams across our organisation	54%	53%
7e. People in my organisation take responsibility for their own actions	54%	55%



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
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	81%
8c. I am able to speak up and share a different view to my colleagues and manager	76%	73%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	73%	70%
10a. I believe action will be taken on the results from this survey by my organisation	50%	48%
11a. I have confidence in the ways my organisation resolves grievances	48%	45%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	78%
3e. My performance is assessed against clear criteria	63%	61%
6c. I feel that senior managers model the values of my organisation	58%	56%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	60%	58%
6g. I feel that senior managers keep employees informed about what's going on	57%	55%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
8d. How satisfied are you with your ability to access and use flexible working arrangements?	67%	68%
7g. I have confidence in the way recruitment decisions are made	42%	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



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: 7984

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	38	Senior Executive (ongoing/permanent or term)	3	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	38
Female	59	Ongoing/Permanent (other than senior executive)	79	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	13
Other	3	Temporary (including temporary teachers and graduates)	4	Administrative support (e.g. executive/personal assistant, receptionist)	5
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13
15 - 34 years	29	Contract – Non Executive	7	Policy	3
35 - 54 years	56	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	3	Research	1
55+ years	15	Other	1	Program and project management support	11
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	2
Yes	23	Manager of managers	Survey %	Other	14
No	71	Yes	8	Organisation Tenure	Survey %
Prefer not to say	6	No	92	Less than 1 year	19
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	17
Yes	2	Yes	26	2 - 5 years	29
No	91	No	74	5 - 10 years	16
Prefer not to say	6	Working arrangement	Survey %	10 - 20 years	14
Disability	Survey %	Full-time	86	More than 20 years	5
Yes	4	Part-time	14	Salary	Survey %
No	92			\$83,402 and below	40
Prefer not to say	5			\$83,403 - \$108,043	23
LGBTI	Survey %			\$108,044 - \$144,520	18
Yes	4			\$144,521 and above	9
No	90			Prefer not to say	10
Prefer not to say	6				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

Results are rounded and may not add up to 100%

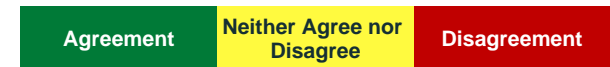
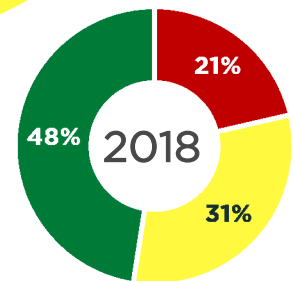
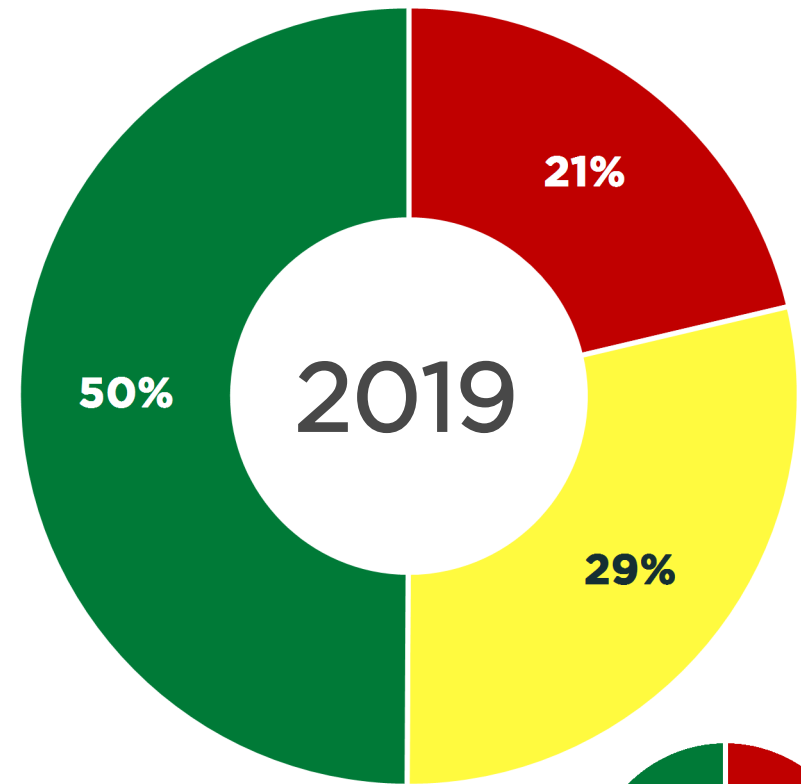
50%

of employees replied favourably to:

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

39%
SECTOR

48%
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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	56%	56%	53%
2	Q7a. My organisation focuses on improving the work we do	77%	75%	69%
3	Q7h. My organisation generally selects capable people to do the job	58%	58%	54%
4	Q7d. There is good co-operation between teams across our organisation	54%	53%	50%
5	Q1b. I am provided with the support I need to do my best at work	70%	69%	67%
6	Q3e. My performance is assessed against clear criteria	63%	61%	57%

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Finance and Services

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

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

	NSW Public Sector	Finance and Services	Education	Family and Community Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	185289	7984	38188	7206	72279	5563	18048	6778	953	21728	1847
EMPLOYEE ENGAGEMENT	66%	67%	68%	66%	65%	68%	62%	69%	69%	65%	70%
ENGAGEMENT WITH WORK	73%	71%	74%	74%	73%	75%	68%	74%	74%	71%	75%
SENIOR MANAGERS	50%	57%	58%	53%	46%	58%	41%	51%	61%	47%	58%
COMMUNICATION	62%	68%	65%	67%	60%	71%	55%	67%	71%	63%	72%
HIGH PERFORMANCE	65%	69%	69%	67%	64%	70%	56%	66%	73%	62%	70%
PUBLIC SECTOR VALUES	62%	69%	68%	66%	60%	70%	54%	66%	73%	61%	71%
DIVERSITY & INCLUSION	69%	75%	68%	74%	67%	79%	64%	76%	81%	70%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Finance and Services

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

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

	Finance and Services	Department of Finance, Services and Innovation	Service NSW
NUMBER OF RESPONDENTS	7984	5313	2671
EMPLOYEE ENGAGEMENT	67%	64%	73%
ENGAGEMENT WITH WORK	71%	69%	76%
SENIOR MANAGERS	57%	54%	63%
COMMUNICATION	68%	67%	71%
HIGH PERFORMANCE	69%	66%	74%
PUBLIC SECTOR VALUES	69%	67%	73%
DIVERSITY & INCLUSION	75%	75%	75%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

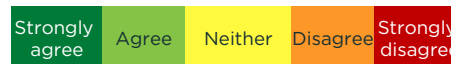
Questions are grouped by topics in this report.

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	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	24	42	21	8	66%	64%	62%
Q7j. I am proud to tell others I work for my organisation	27	42	21		69%	68%	70%
Q7k. I feel a strong personal attachment to my organisation	23	37	25	10	60%	58%	64%
Q7l. My organisation motivates me to help it achieve its objectives	20	40	25	10	60%	59%	56%
Q7m. My organisation inspires me to do the best in my job	20	39	25	10	60%	59%	56%

KEY



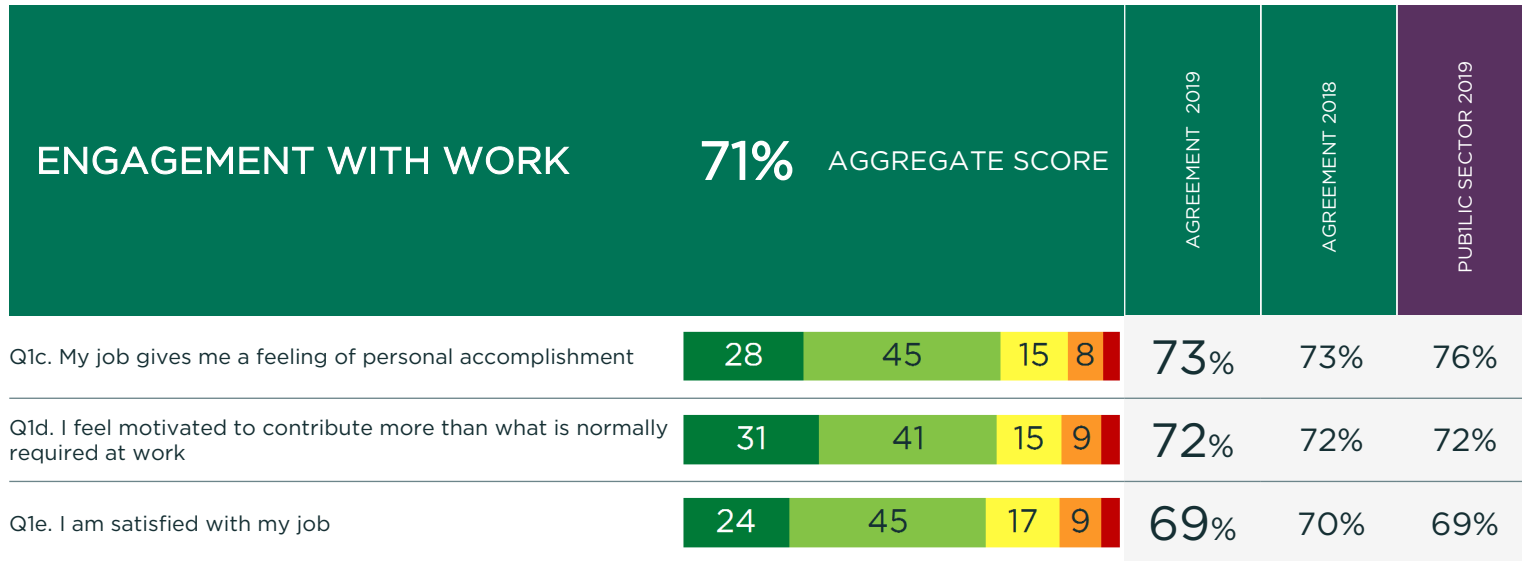


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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

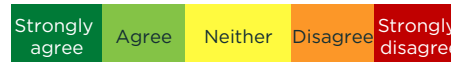
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Results are rounded and may not add up to 100%

SENIOR MANAGERS	57% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	40	24	13	7	56%	55%	51%
Q6b. I feel that senior managers effectively lead and manage change	15	37	25	14	9	52%	51%	47%
Q6c. I feel that senior managers model the values of my organisation	18	40	24	10	7	58%	56%	52%
Q6d. Senior managers encourage innovation by employees	18	42	26	9		60%	58%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	41	27	8		60%	58%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	24	49	18			73%	70%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	18	40	21	13	9	57%	55%	48%
Q6h. I feel that senior managers listen to employees	16	35	27	13	9	51%	51%	44%
Q7c. I feel that change is managed well in my organisation	13	33	26	17	11	46%	44%	42%

KEY





EXPLORE THE FULL RESULTS

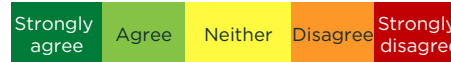
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COMMUNICATION	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q5c. My manager communicates effectively with me	36	40	13	7	76%	75%	72%	
Q5d. My manager encourages and values employee input	39	40	12		78%	77%	73%	
Q5e. My manager involves my workgroup in decisions about our work	34	39	15	8	73%	71%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	18	40	21	13	9	57%	55%	48%
Q6h. I feel that senior managers listen to employees	16	35	27	13	9	51%	51%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	47	13			76%	73%	69%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				69% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	39	49				88%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	38	44	10			82%	82%	79%
Q3f. I have received appropriate training and development to do my job well	20	41	22	12		62%	60%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	44	13			80%	78%	75%
Q5f. I have confidence in the decisions my manager makes	35	38	16			74%	72%	69%
Q6d. Senior managers encourage innovation by employees	18	42	26	9		60%	58%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	41	27	8		60%	58%	53%
Q7a. My organisation focuses on improving the work we do	24	53	15			77%	75%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	20	45	22	9		65%	65%	57%

KEY



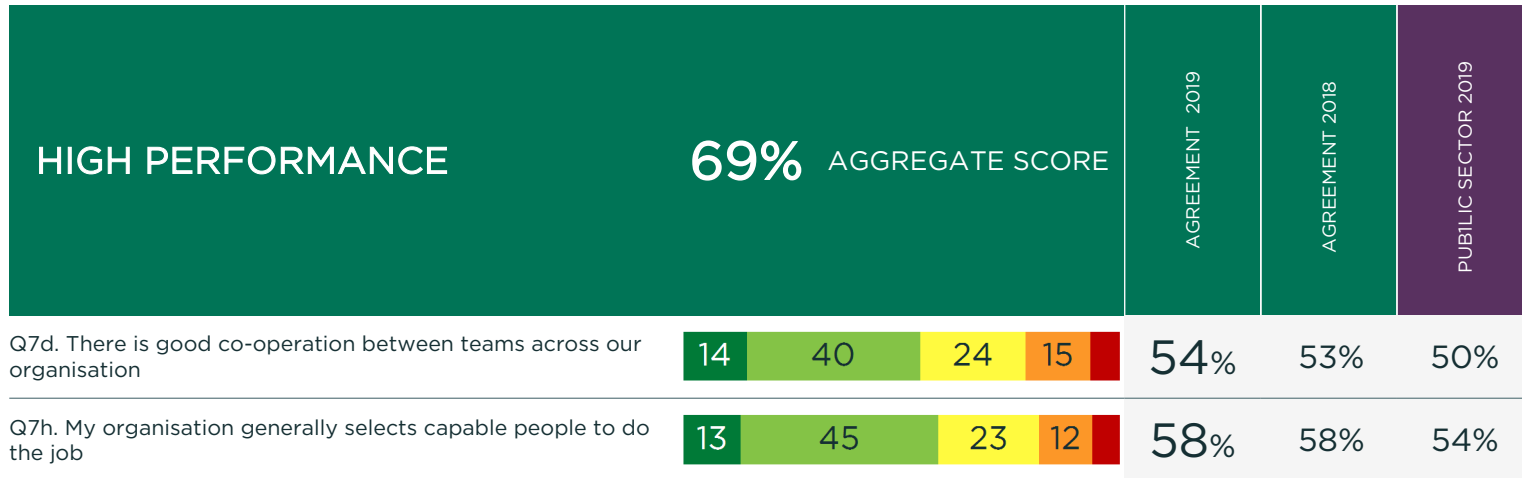


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

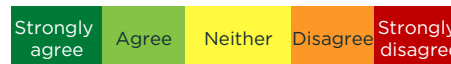
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PUBLIC SECTOR VALUES	69% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	44	44				89%	88%	86%
Q2e. People in my workgroup treat each other with respect	41	40	11			81%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35	44	13			80%	78%	75%
Q5b. My manager listens to what I have to say	40	41	10			81%	80%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	40	24	13	7	56%	55%	51%
Q6c. I feel that senior managers model the values of my organisation	18	40	24	10	7	58%	56%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	24	49	18			73%	70%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	18	40	21	13	9	57%	55%	48%
Q6h. I feel that senior managers listen to employees	16	35	27	13	9	51%	51%	44%

KEY



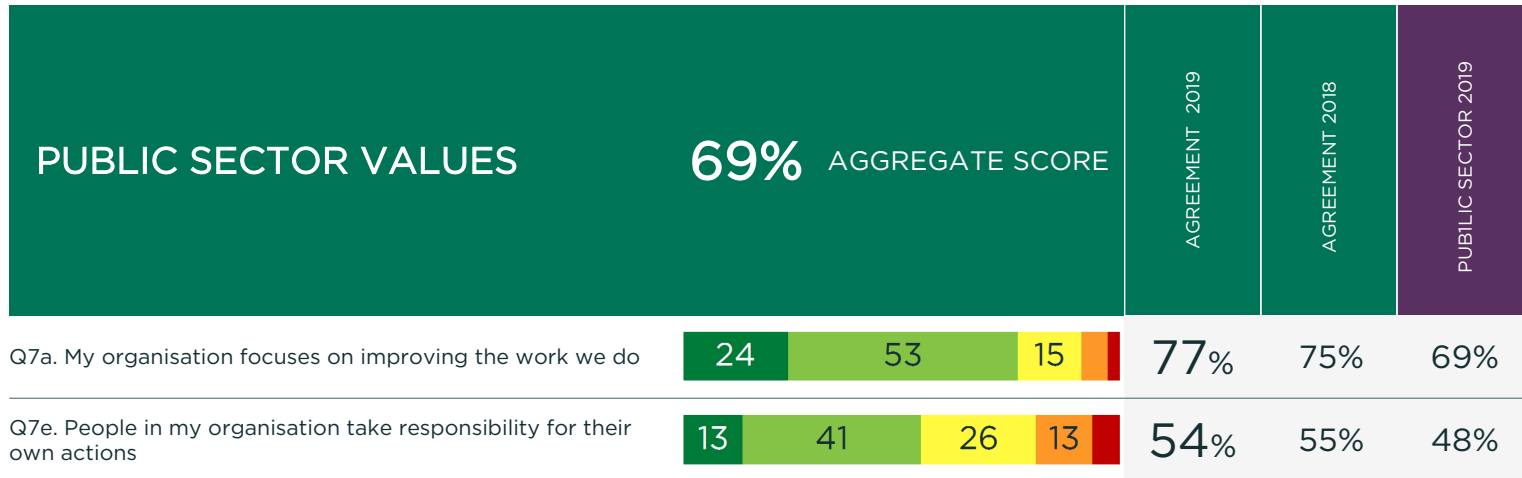


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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	75% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	25	45	14	12	70%	69%	67%
Q5b. My manager listens to what I have to say	40	41	10		81%	80%	76%
Q5d. My manager encourages and values employee input	39	40	12		78%	77%	73%
Q6i. Senior managers in my organisation support the career advancement of women	28	40	25		68%	66%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	35	49	11		84%	81%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	45	12		81%	78%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	47	13		76%	73%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	32	35	17	10	67%	68%	59%
Q8e. My manager supports flexible working in my team	38	35	16		73%	73%	63%

KEY



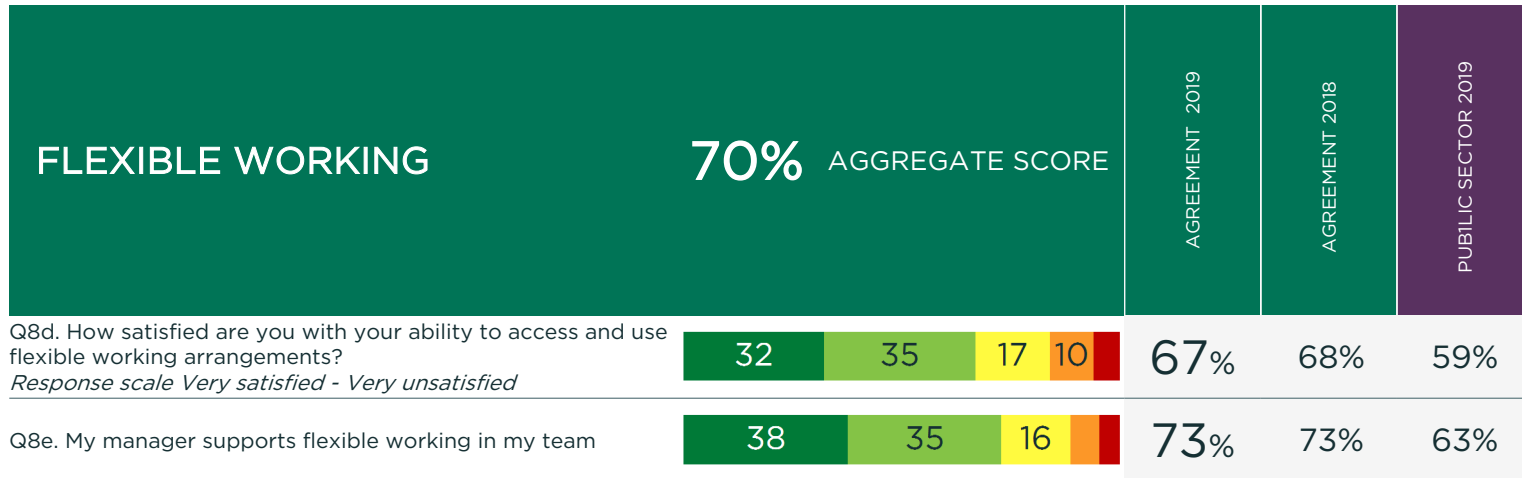


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KEY



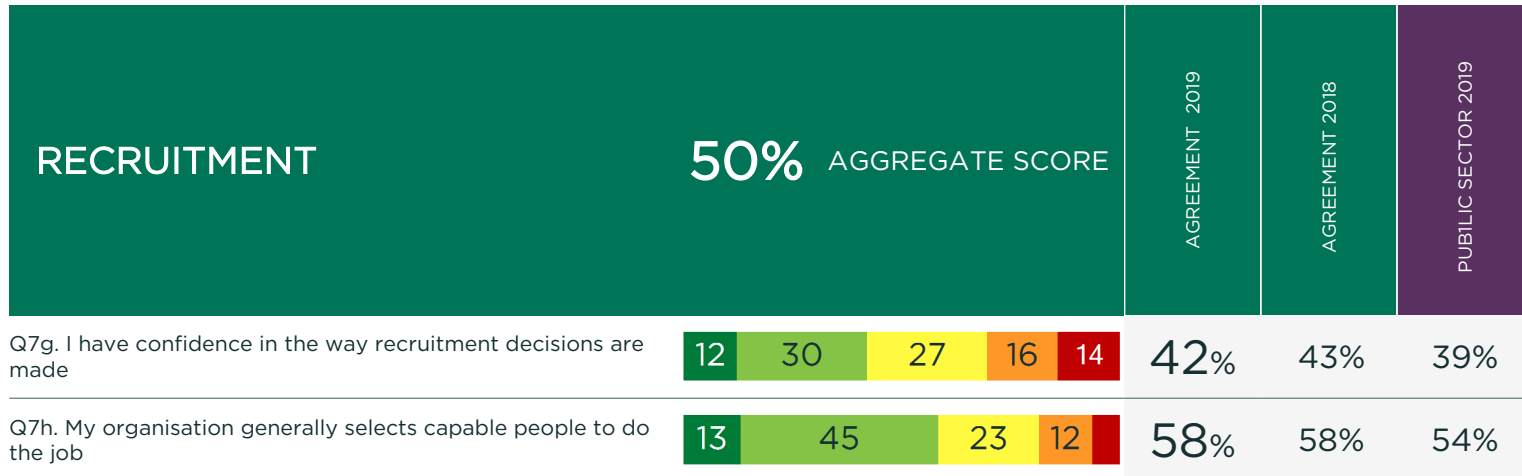


EXPLORE THE FULL RESULTS

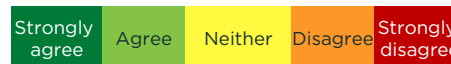
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KEY





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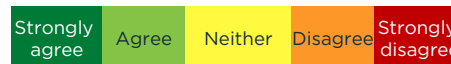
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

62% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		72%	71%	66%
Q3e. My performance is assessed against clear criteria		63%	61%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	49%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		75%	74%	69%
Q5h. My manager deals appropriately with employees who perform poorly		53%	51%	48%
Q7f. My organisation is committed to developing its employees		56%	56%	53%

KEY





EXPLORE THE FULL RESULTS

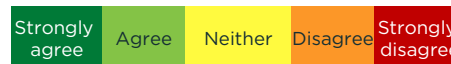
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	75% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	25	45	14	12	70%	69%	67%
Q1f. I am able to keep my work stress at an acceptable level	19	49	16	11	68%	68%	61%
Q2c. I receive help and support from other members of my workgroup	42	44	9		85%	85%	81%
Q2d. There is good team spirit in my workgroup	38	37	13	8	75%	75%	70%

KEY



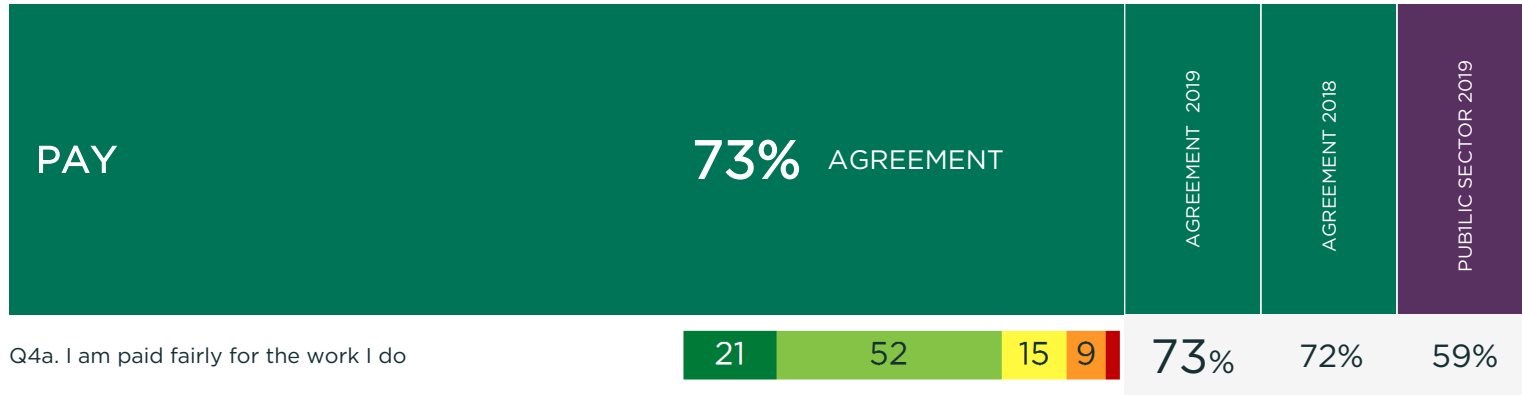


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



KEY



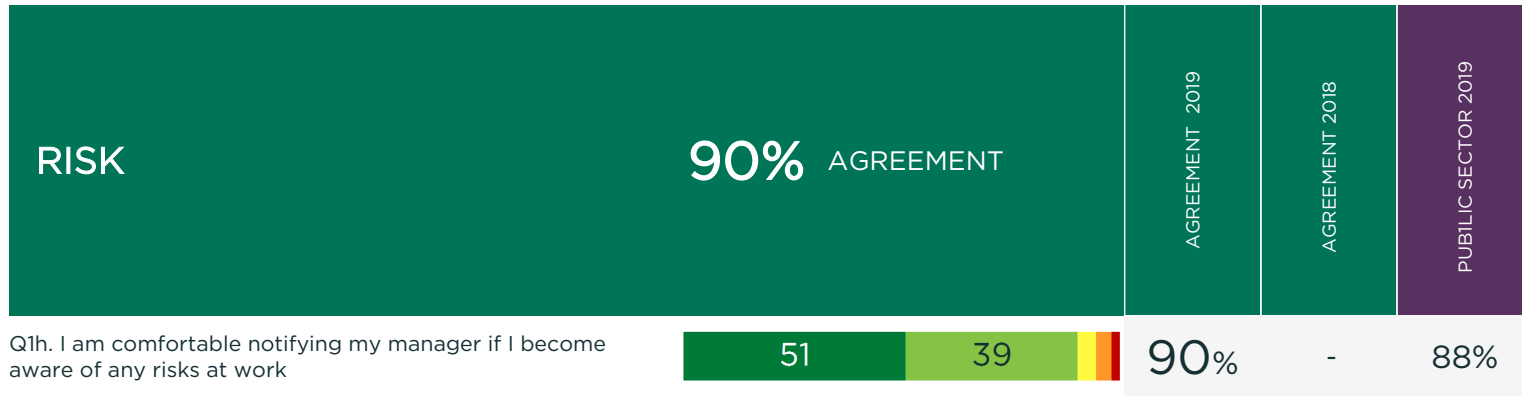


EXPLORE THE FULL RESULTS

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



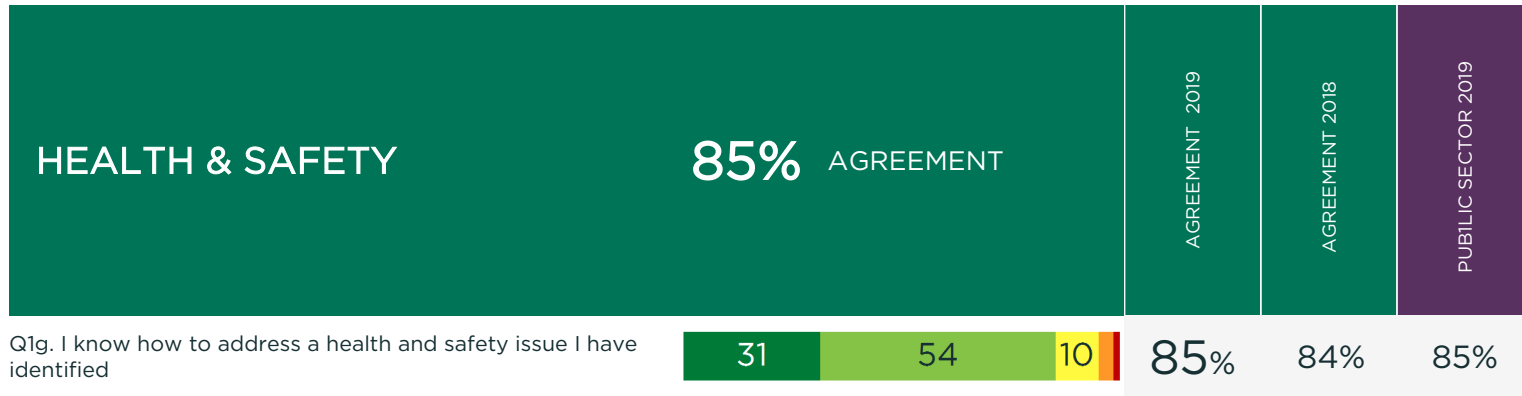


EXPLORE THE FULL RESULTS

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.

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Results are rounded and may not add up to 100%

ACTION ON RESULTS

50% AGREEMENT

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



KEY



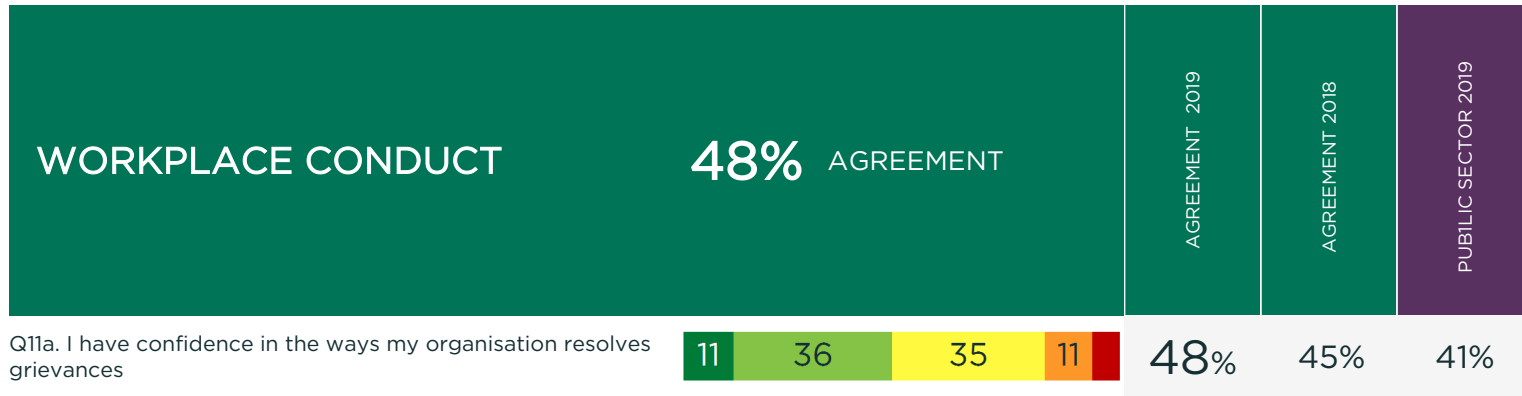


EXPLORE THE FULL RESULTS

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

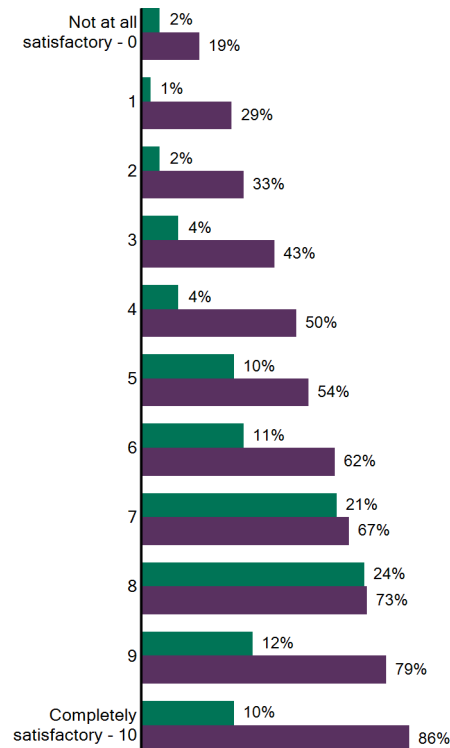
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

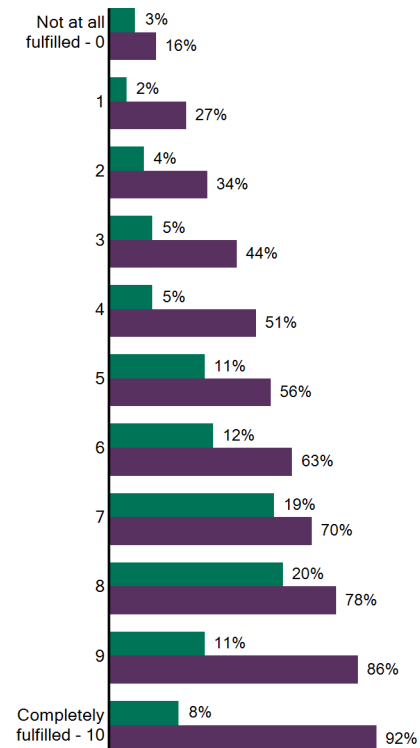
This compares Wellbeing to Engagement.

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



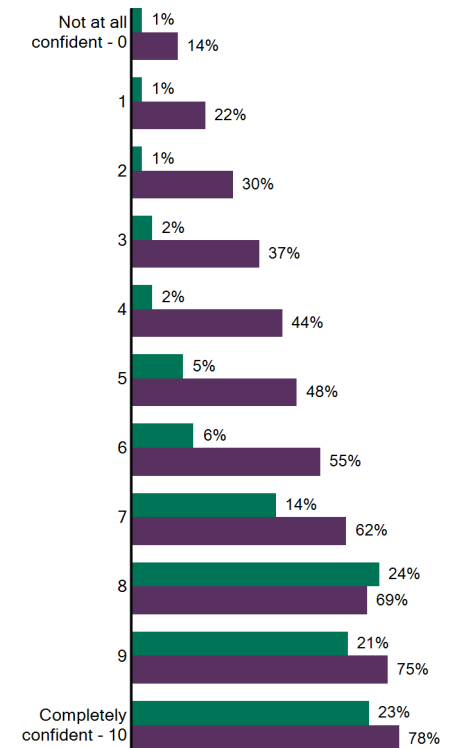
Proportion of respondents answering each response option

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

PUBLIC SECTOR 2019

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



83%

79%

71%

No



17%

21%

29%

Q3b. I have informal feedback conversations with my manager

Yes



82%

80%

76%

No



18%

20%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



72%

68%

60%

No



28%

32%

40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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?

Yes		48%	46%	41%
No		52%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
Lack of visible opportunities		34%	31%	29%
Lack of promotion opportunities		33%	30%	28%
Geographic location considerations		28%	28%	25%
There are no major barriers to my career progression		26%	32%	29%
Personal/family considerations		26%	25%	29%
The application/recruitment process is too cumbersome or time consuming		24%	22%	22%
Lack of support for temporary assignments/secondments		17%	15%	15%
Insufficient training and development		16%	16%	15%
Lack of support from my manager/supervisor		13%	12%	13%
Lack of required capabilities or experience		13%	13%	11%
Other		10%	11%	9%

% are calculated with the number of unique respondents (N = 7,737 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

PUBLIC SECTOR 2019

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

Yes		20%	18%	27%
No		63%	63%	56%
Don't know		17%	19%	17%

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

Yes		60%	62%	65%
No		36%	36%	32%
Don't know		4%	2%	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

PUBLIC SECTOR 2019

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

Yes		24%	23%	33%
No		67%	66%	57%
Don't know		10%	11%	10%

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

Yes		12%	12%	18%
No		81%	81%	75%
Don't know		7%	8%	7%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
Your immediate manager/supervisor		27%	29%	23%
A fellow worker at your level		25%	21%	27%
A senior manager		20%	23%	21%
Prefer not to say		16%	18%	13%
A subordinate		5%	5%	7%
Other		5%	3%	5%
A client or customer		1%	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.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		1%	1%	4%
No		97%	97%	94%
Don't know		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		68%	58%	38%
A member of the public		20%	23%	36%
Other		2%	4%	19%
Prefer not to say		10%	15%	7%



EXPLORE THE FULL RESULTS

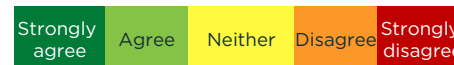
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Results are rounded and may not add up to 100%

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

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

Very effective		10%
Effective		35%
Neither effective nor ineffective		40%
Ineffective		10%
Very ineffective		5%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

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

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		38%
Female		59%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	█	5%
25-29	█	10%
30-34	█	14%
35-39	█	16%
40-44	█	15%
45-49	█	15%
50-54	█	11%
55-59	█	9%
60-64	█	5%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

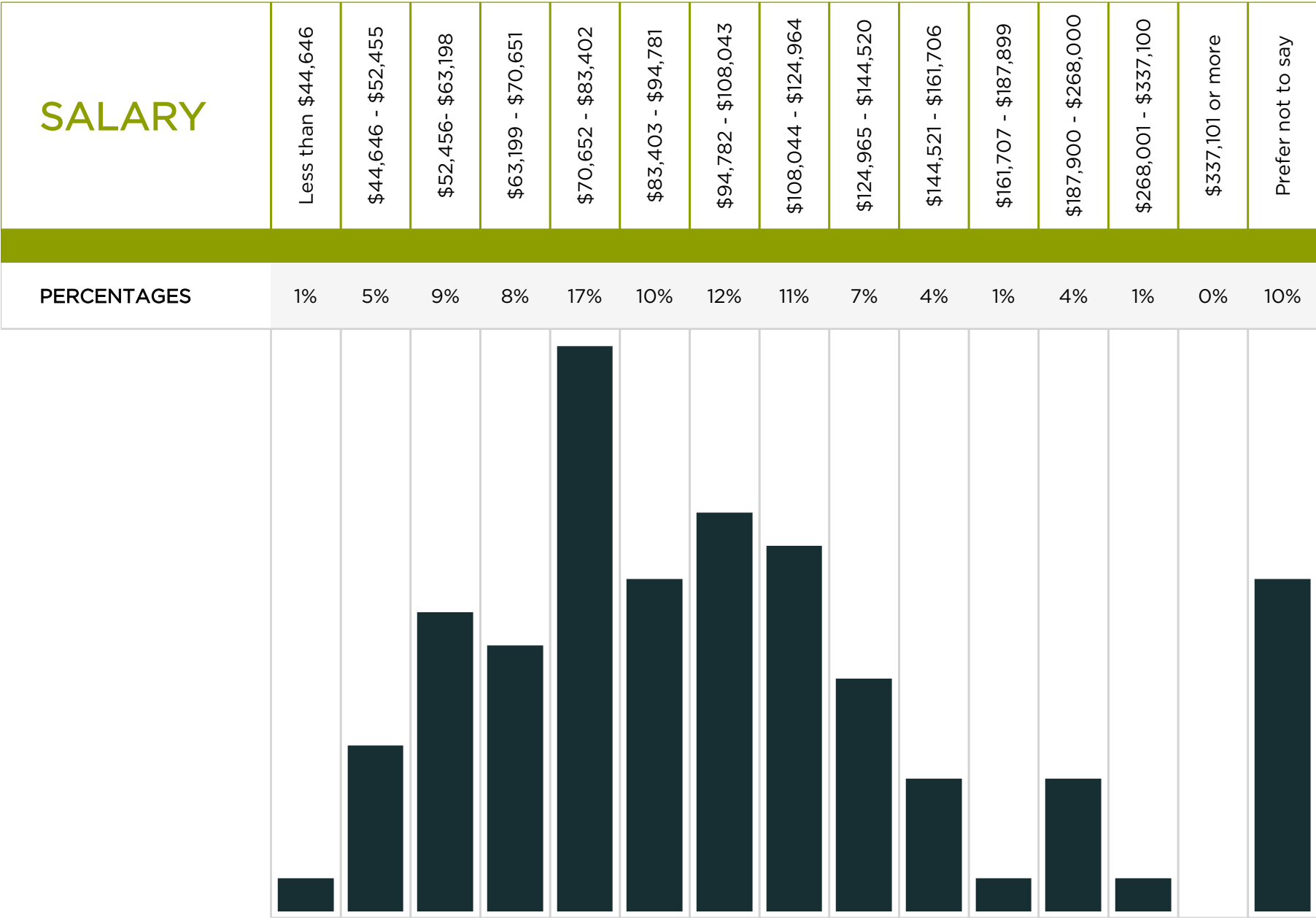
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	38%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	13%
Administrative support (e.g. executive/personal assistant, receptionist)	5%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13%
Policy	3%
Research	1%
Program and project management support	11%
Legal (including developing and/or reviewing legislation)	2%
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
TENURE IN ORGANISATION		
Less than 1 year		19%
1 - 2 years		17%
2 - 5 years		29%
5 - 10 years		16%
10 - 20 years		14%
More than 20 years		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	60%
Working from home	40%
Working from different locations	22%
None of the above	21%
Working additional hours to make up for time off	20%
Working more hours over fewer days	11%
Part-time work	10%

% are calculated with the number of unique respondents (N = 7,563 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	7%
Flexible scheduling for rostered workers	4%
Purchasing annual leave	2%
Study leave	2%
Other	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 7,563 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%

	Finance and Services	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	7984	2864	1009	381	1019	241	71	806	145	1072
EMPLOYEE ENGAGEMENT	67%	68%	67%	69%	66%	61%	69%	68%	72%	65%
ENGAGEMENT WITH WORK	71%	72%	72%	72%	71%	68%	65%	74%	84%	67%
SENIOR MANAGERS	57%	57%	56%	63%	57%	53%	56%	63%	63%	53%
COMMUNICATION	68%	67%	68%	72%	72%	67%	65%	74%	76%	66%
HIGH PERFORMANCE	69%	70%	68%	74%	69%	67%	66%	72%	73%	66%
PUBLIC SECTOR VALUES	69%	68%	68%	73%	70%	67%	67%	74%	75%	65%
DIVERSITY & INCLUSION	75%	71%	76%	80%	79%	77%	74%	81%	83%	75%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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%

	Finance and Services	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	7984	103	372	666	566	1313	790	911	830	539	277	93	270	55
EMPLOYEE ENGAGEMENT	67%	75%	77%	73%	67%	67%	66%	65%	64%	69%	67%	69%	72%	83%
ENGAGEMENT WITH WORK	71%	72%	77%	73%	66%	71%	72%	70%	70%	79%	75%	73%	82%	93%
SENIOR MANAGERS	57%	65%	68%	65%	55%	56%	58%	53%	54%	60%	59%	59%	65%	79%
COMMUNICATION	68%	71%	75%	71%	63%	66%	70%	69%	69%	76%	73%	73%	76%	89%
HIGH PERFORMANCE	69%	73%	80%	76%	68%	69%	70%	67%	66%	72%	70%	68%	75%	87%
PUBLIC SECTOR VALUES	69%	74%	78%	74%	66%	68%	70%	67%	67%	73%	72%	72%	75%	87%
DIVERSITY & INCLUSION	75%	72%	79%	75%	69%	72%	76%	77%	78%	84%	81%	80%	85%	94%

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%

	Finance and Services	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	7984	8	748
EMPLOYEE ENGAGEMENT	67%	(r)	61%
ENGAGEMENT WITH WORK	71%	(r)	65%
SENIOR MANAGERS	57%	(r)	48%
COMMUNICATION	68%	(r)	61%
HIGH PERFORMANCE	69%	(r)	60%
PUBLIC SECTOR VALUES	69%	(r)	61%
DIVERSITY & INCLUSION	75%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Finance and Services	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	7984	1400	1242	2206	1185	1079	403
EMPLOYEE ENGAGEMENT	67%	75%	70%	67%	63%	62%	62%
ENGAGEMENT WITH WORK	71%	78%	75%	72%	67%	67%	67%
SENIOR MANAGERS	57%	71%	61%	57%	50%	49%	49%
COMMUNICATION	68%	79%	72%	68%	63%	63%	62%
HIGH PERFORMANCE	69%	78%	72%	69%	65%	63%	62%
PUBLIC SECTOR VALUES	69%	79%	72%	68%	63%	63%	62%
DIVERSITY & INCLUSION	75%	83%	79%	74%	71%	72%	72%

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

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%

	Finance and Services	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	7984	4540	829	1488	333	750	83	1682	3004	156	561	130	128	1570
EMPLOYEE ENGAGEMENT	67%	66%	69%	68%	74%	67%	70%	69%	67%	67%	69%	72%	64%	68%
ENGAGEMENT WITH WORK	71%	72%	73%	73%	76%	67%	71%	78%	74%	69%	72%	78%	66%	71%
SENIOR MANAGERS	57%	57%	59%	57%	64%	59%	60%	61%	59%	52%	61%	64%	52%	57%
COMMUNICATION	68%	70%	72%	71%	73%	69%	71%	74%	73%	65%	73%	77%	65%	66%
HIGH PERFORMANCE	69%	69%	71%	70%	76%	71%	74%	72%	70%	67%	72%	75%	66%	69%
PUBLIC SECTOR VALUES	69%	69%	70%	70%	74%	71%	72%	73%	71%	65%	72%	75%	65%	68%
DIVERSITY & INCLUSION	75%	79%	80%	80%	80%	78%	81%	84%	82%	73%	79%	85%	71%	68%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Central Coast	Newcastle and Lake Macquarie	Central West	Hunter Valley exc Newcastle	Illawarra	Capital Region	Sydney - South West	Sydney - Inner South West	Sydney - Baulkham Hills and Hawkesbury
NUMBER OF RESPONDENTS	7984	2550	1499	2241	1170	689	521	505	231	113	112	92	84	81
EMPLOYEE ENGAGEMENT	67%	69%	66%	68%	66%	65%	71%	65%	61%	69%	77%	69%	75%	61%
ENGAGEMENT WITH WORK	71%	74%	71%	73%	70%	71%	71%	68%	66%	73%	79%	77%	78%	67%
SENIOR MANAGERS	57%	61%	56%	60%	56%	53%	59%	55%	48%	60%	77%	52%	69%	44%
COMMUNICATION	68%	73%	67%	73%	67%	67%	71%	66%	62%	70%	75%	66%	71%	63%
HIGH PERFORMANCE	69%	71%	68%	71%	68%	67%	74%	70%	65%	71%	78%	69%	76%	58%
PUBLIC SECTOR VALUES	69%	73%	68%	72%	68%	66%	73%	66%	62%	71%	79%	67%	74%	56%
DIVERSITY & INCLUSION	75%	80%	74%	81%	74%	76%	77%	74%	72%	76%	78%	74%	72%	67%

*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.

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	Finance and Services	Sydney - Blacktown	Coffs Harbour - Grafton	Sydney - Northern Beaches	Sydney - Outer West and Blue Mountains	Richmond - Tweed	Sydney - North Sydney and Hornsby	Riverina	Mid North Coast	Southern Highlands and Shoalhaven	Far West and Orana	New England and North West	Murray	Sydney - Sutherland
NUMBER OF RESPONDENTS	7984	74	72	65	63	58	58	51	48	40	38	32	31	30
EMPLOYEE ENGAGEMENT	67%	71%	74%	76%	75%	72%	71%	71%	74%	77%	69%	85%	77%	81%
ENGAGEMENT WITH WORK	71%	82%	82%	86%	80%	79%	71%	78%	77%	87%	73%	90%	85%	88%
SENIOR MANAGERS	57%	66%	71%	69%	67%	70%	58%	64%	66%	74%	63%	75%	71%	69%
COMMUNICATION	68%	72%	71%	78%	74%	74%	71%	69%	73%	73%	75%	85%	74%	81%
HIGH PERFORMANCE	69%	77%	77%	77%	75%	75%	72%	71%	76%	81%	72%	86%	77%	80%
PUBLIC SECTOR VALUES	69%	75%	77%	79%	74%	76%	69%	71%	75%	81%	72%	84%	76%	78%
DIVERSITY & INCLUSION	75%	71%	81%	82%	78%	78%	73%	75%	77%	76%	75%	85%	72%	80%

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Sydney - Ryde	Sydney - Eastern Suburbs	Sydney - Inner West	Sydney - Outer South West	Outside NSW
NUMBER OF RESPONDENTS	7984	25	24	23	19	1
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	68%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)

KEY

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	7984	48	352	741	1050	1175	1105	1098	827	649	341	118
EMPLOYEE ENGAGEMENT	67%	84%	76%	69%	67%	67%	66%	66%	66%	66%	68%	61%
ENGAGEMENT WITH WORK	71%	86%	77%	71%	70%	71%	70%	72%	73%	73%	78%	70%
SENIOR MANAGERS	57%	79%	70%	63%	58%	58%	55%	55%	56%	55%	57%	49%
COMMUNICATION	68%	86%	77%	71%	70%	70%	68%	67%	68%	66%	70%	61%
HIGH PERFORMANCE	69%	85%	80%	73%	70%	69%	67%	67%	68%	68%	69%	62%
PUBLIC SECTOR VALUES	69%	84%	79%	72%	69%	69%	68%	67%	68%	68%	69%	62%
DIVERSITY & INCLUSION	75%	87%	81%	77%	76%	76%	75%	74%	75%	75%	76%	69%

KEY

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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Male	Female	Other
NUMBER OF RESPONDENTS	7984	2903	4486	209
EMPLOYEE ENGAGEMENT	67%	67%	68%	45%
ENGAGEMENT WITH WORK	71%	73%	72%	46%
SENIOR MANAGERS	57%	58%	59%	25%
COMMUNICATION	68%	71%	69%	39%
HIGH PERFORMANCE	69%	70%	70%	40%
PUBLIC SECTOR VALUES	69%	70%	70%	40%
DIVERSITY & INCLUSION	75%	78%	75%	50%

KEY

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ABORIGINAL AND/OR TORRES STRAIT ISLANDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7984	183	6971	484
EMPLOYEE ENGAGEMENT	67%	68%	68%	52%
ENGAGEMENT WITH WORK	71%	68%	73%	51%
SENIOR MANAGERS	57%	54%	59%	34%
COMMUNICATION	68%	65%	70%	47%
HIGH PERFORMANCE	69%	67%	71%	48%
PUBLIC SECTOR VALUES	69%	65%	70%	48%
DIVERSITY & INCLUSION	75%	71%	77%	55%

2% of respondents identified as Aboriginal and/or Torres Strait Islander.

KEY

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LANGUAGE OTHER THAN ENGLISH



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7984	1754	5401	492
EMPLOYEE ENGAGEMENT	67%	72%	67%	53%
ENGAGEMENT WITH WORK	71%	77%	72%	53%
SENIOR MANAGERS	57%	64%	57%	36%
COMMUNICATION	68%	74%	69%	48%
HIGH PERFORMANCE	69%	73%	70%	49%
PUBLIC SECTOR VALUES	69%	74%	69%	49%
DIVERSITY & INCLUSION	75%	79%	76%	56%

23% of respondents speak a language other than English at home.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7984	271	6999	379
EMPLOYEE ENGAGEMENT	67%	63%	68%	50%
ENGAGEMENT WITH WORK	71%	65%	73%	50%
SENIOR MANAGERS	57%	51%	59%	33%
COMMUNICATION	68%	61%	70%	46%
HIGH PERFORMANCE	69%	63%	71%	47%
PUBLIC SECTOR VALUES	69%	64%	70%	47%
DIVERSITY & INCLUSION	75%	67%	77%	54%

4% of respondents identified as having a disability.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7984	689	6426	499
EMPLOYEE ENGAGEMENT	67%	61%	69%	55%
ENGAGEMENT WITH WORK	71%	62%	74%	52%
SENIOR MANAGERS	57%	49%	59%	40%
COMMUNICATION	68%	61%	71%	52%
HIGH PERFORMANCE	69%	63%	71%	53%
PUBLIC SECTOR VALUES	69%	62%	71%	54%
DIVERSITY & INCLUSION	75%	68%	78%	60%

9% of respondents identified as having a mental health condition.

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Finance and Services	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	7984	322	6827	466
EMPLOYEE ENGAGEMENT	67%	65%	68%	53%
ENGAGEMENT WITH WORK	71%	66%	73%	52%
SENIOR MANAGERS	57%	57%	59%	36%
COMMUNICATION	68%	69%	70%	49%
HIGH PERFORMANCE	69%	69%	71%	50%
PUBLIC SECTOR VALUES	69%	69%	70%	50%
DIVERSITY & INCLUSION	75%	75%	77%	56%

4% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

KEY

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GUIDE TO THIS REPORT

SURVEY TIME FRAME

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

PRIVACY

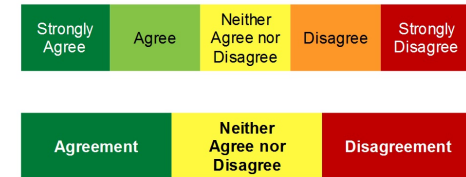
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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%.

MORE DETAILS ABOUT METHODOLOGY

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