



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Finance and Services

Service NSW



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RESPONSE RATE

87%

2,671 OF 3,053 RESPONDENTS

RESPONSE RATE 2018: 100%

EMPLOYEE ENGAGEMENT

73%

DIFFERENCE FROM 2018 **+1**
(72%)

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

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

ENGAGEMENT WITH WORK

76% -

DIFFERENCE FROM 2018 **0**
(76%)

DIFFERENCE FROM CLUSTER **+5**
(71%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(73%)

SENIOR MANAGERS

63%

DIFFERENCE FROM 2018 **+1**
(62%)

DIFFERENCE FROM CLUSTER **+6**
(57%)

DIFFERENCE FROM PUBLIC SECTOR **+13**
(50%)

COMMUNICATION

71% -

DIFFERENCE FROM 2018 **0**
(71%)

DIFFERENCE FROM CLUSTER **+2**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(62%)

HIGH PERFORMANCE

74% -

DIFFERENCE FROM 2018 **0**
(74%)

DIFFERENCE FROM CLUSTER **+5**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(65%)

PUBLIC SECTOR VALUES

73% -

DIFFERENCE FROM 2018 **0**
(73%)

DIFFERENCE FROM CLUSTER **+4**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+10**
(62%)

DIVERSITY & INCLUSION

75% -

DIFFERENCE FROM 2018 **0**
(75%)

DIFFERENCE FROM CLUSTER **0**
(75%)

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

FLEXIBLE WORKING SATISFACTION

55%

DIFFERENCE FROM 2018 **-2**
(57%)

DIFFERENCE FROM CLUSTER **-12**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **-4**
(59%)

ACTION ON RESULTS

52%

DIFFERENCE FROM 2018 **+5**
(47%)

DIFFERENCE FROM CLUSTER **+2**
(50%)

DIFFERENCE FROM PUBLIC SECTOR **+13**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	92%	94%
1h. I am comfortable notifying my manager if I become aware of any risks at work	91%	-
2a. My workgroup strives to achieve customer/client satisfaction	91%	92%
2c. I receive help and support from other members of my workgroup	88%	89%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	88%	85%
1g. I know how to address a health and safety issue I have identified	86%	87%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	85%	84%
2b. My workgroup works collaboratively to achieve its objectives	85%	86%
7a. My organisation focuses on improving the work we do	83%	81%
2e. People in my workgroup treat each other with respect	83%	84%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	48%	48%
10a. I believe action will be taken on the results from this survey by my organisation	52%	47%
6h. I feel that senior managers listen to employees	54%	54%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	55%	57%
11a. I have confidence in the ways my organisation resolves grievances	56%	54%
3g. I am satisfied with the opportunities available for career development in my organisation	58%	55%
7c. I feel that change is managed well in my organisation	59%	56%
6b. I feel that senior managers effectively lead and manage change	60%	59%
5h. My manager deals appropriately with employees who perform poorly	60%	60%
6g. I feel that senior managers keep employees informed about what's going on	61%	62%



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
10a. I believe action will be taken on the results from this survey by my organisation	52%	47%
3g. I am satisfied with the opportunities available for career development in my organisation	58%	55%
3f. I have received appropriate training and development to do my job well	68%	64%
7f. My organisation is committed to developing its employees	67%	64%
8c. I am able to speak up and share a different view to my colleagues and manager	77%	74%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	63%	61%
7m. My organisation inspires me to do the best in my job	71%	69%
7c. I feel that change is managed well in my organisation	59%	56%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	88%	85%
4a. I am paid fairly for the work I do	69%	67%

- 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?	55%	57%
2d. There is good team spirit in my workgroup	79%	82%
1a. I understand what is expected of me to do well in my role	92%	94%
3e. My performance is assessed against clear criteria	72%	74%
2b. My workgroup works collaboratively to achieve its objectives	85%	86%
6g. I feel that senior managers keep employees informed about what's going on	61%	62%
7h. My organisation generally selects capable people to do the job	63%	65%
1g. I know how to address a health and safety issue I have identified	86%	87%
2e. People in my workgroup treat each other with respect	83%	84%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	77%	78%



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



Q6h. I feel that senior managers listen to employees



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



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



Q6b. I feel that senior managers effectively lead and manage change



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q6h. I feel that senior managers listen to employees



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



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



Q6b. I feel that senior managers effectively lead and manage change



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q6h. I feel that senior managers listen to employees



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



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



Q6b. I feel that senior managers effectively lead and manage change



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: 2671

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	29	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	69
Female	69	Ongoing/Permanent (other than senior executive)	81	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9
Other	2	Temporary (including temporary teachers and graduates)	5	Administrative support (e.g. executive/personal assistant, receptionist)	1
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6
		Contract – Non Executive	7	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	2	Research	1
		Other	1	Program and project management support	4
		Don't know	2	Legal (including developing and/or reviewing legislation)	0
				Other	7
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	44	Yes	5	Less than 1 year	25
35 - 54 years	47	No	95	1 - 2 years	18
55+ years	9			2 - 5 years	42
		Supervisors	Survey %	5 - 10 years	12
		Yes	21	10 - 20 years	2
		No	79	More than 20 years	1
		Working arrangement	Survey %		
		Full-time	79	Salary	Survey %
		Part-time	21	\$83,402 and below	73
				\$83,403 - \$108,043	9
				\$108,044 - \$144,520	7
				\$144,521 and above	6
				Prefer not to say	6
LOTE spoken at home	Survey %				
Yes	26				
No	69				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	3				
No	91				
Prefer not to say	6				
Disability	Survey %				
Yes	3				
No	93				
Prefer not to say	4				
LGBTI	Survey %				
Yes	5				
No	90				
Prefer not to say	5				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

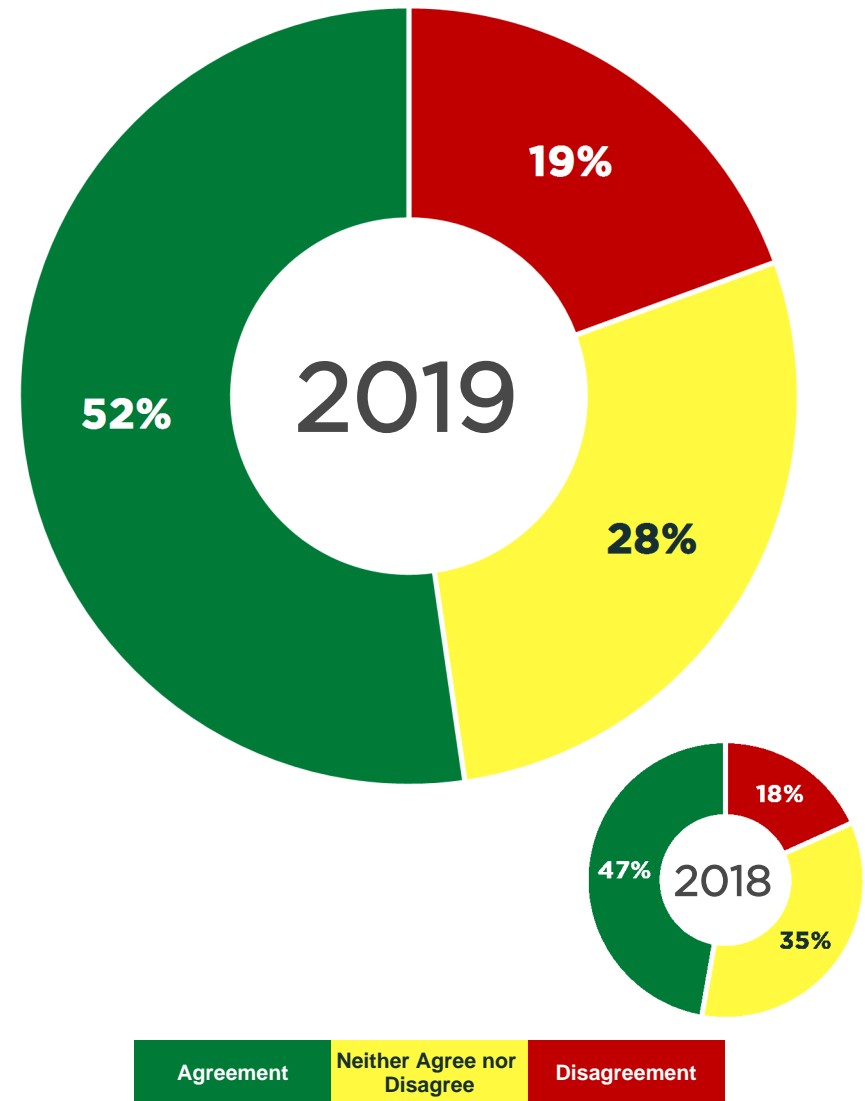
Results are rounded and may not add up to 100%

52%

of employees replied favourably to:

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

39%	50%	47%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	67%	64%	56%	53%
2	Q7h. My organisation generally selects capable people to do the job	63%	65%	58%	54%
3	Q7a. My organisation focuses on improving the work we do	83%	81%	77%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	73%	73%	65%	57%
5	Q7g. I have confidence in the way recruitment decisions are made	48%	48%	42%	39%
6	Q6h. I feel that senior managers listen to employees	54%	54%	51%	44%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Service 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.

	Service NSW	Chief Customer Office (incl EtdB)	Corporate Relations	Digital and Product Office	Finance	Office of the CEO	Partnerships	People and Culture	Project Delivery and Onboarding	Service Delivery
NUMBER OF RESPONDENTS	2671	90	48	130	48	13	15	59	50	2086
EMPLOYEE ENGAGEMENT	73%	73%	72%	74%	63%	75%	62%	77%	78%	73%
ENGAGEMENT WITH WORK	76%	73%	73%	72%	60%	85%	60%	83%	84%	77%
SENIOR MANAGERS	63%	62%	66%	61%	54%	47%	63%	66%	69%	62%
COMMUNICATION	71%	74%	73%	77%	63%	76%	76%	75%	80%	70%
HIGH PERFORMANCE	74%	72%	72%	71%	62%	73%	66%	79%	74%	75%
PUBLIC SECTOR VALUES	73%	74%	77%	73%	61%	66%	73%	79%	77%	72%
DIVERSITY & INCLUSION	75%	83%	84%	83%	69%	87%	81%	82%	86%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

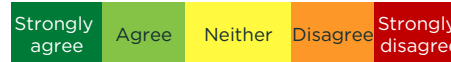
Questions are grouped by topics in this report.

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

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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	33	42	16	76%	74%	66%	62%	
Q7j. I am proud to tell others I work for my organisation	37	41	15	79%	78%	69%	70%	
Q7k. I feel a strong personal attachment to my organisation	29	38	21	8	67%	65%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	28	42	19	70%	68%	60%	56%	
Q7m. My organisation inspires me to do the best in my job	29	42	18	71%	69%	60%	56%	

KEY





EXPLORE THE FULL RESULTS

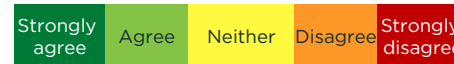
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ENGAGEMENT WITH WORK	76% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1c. My job gives me a feeling of personal accomplishment	33	44	13	78%	77%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	37	39	14	76%	77%	72%	72%
Q1e. I am satisfied with my job	30	44	16	74%	75%	69%	69%

KEY





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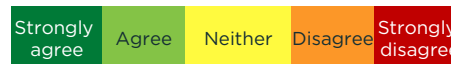
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SENIOR MANAGERS	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	21	42	23	9	63%	62%	56%	51%
Q6b. I feel that senior managers effectively lead and manage change	20	40	26	9	60%	59%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	24	40	24		64%	63%	58%	52%
Q6d. Senior managers encourage innovation by employees	24	42	25		66%	66%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23	41	28		63%	61%	60%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	45	20		73%	72%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	22	39	23	10	61%	62%	57%	48%
Q6h. I feel that senior managers listen to employees	20	34	29	10	54%	54%	51%	44%
Q7c. I feel that change is managed well in my organisation	20	38	24	12	59%	56%	46%	42%

KEY





EXPLORE THE FULL RESULTS

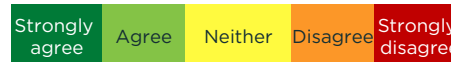
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COMMUNICATION	71% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	41	37	13		78%	78%	76%	72%
Q5d. My manager encourages and values employee input	44	35	12		79%	79%	78%	73%
Q5e. My manager involves my workgroup in decisions about our work	38	37	15		74%	74%	73%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	22	39	23	10	61%	62%	57%	48%
Q6h. I feel that senior managers listen to employees	20	34	29	10	54%	54%	51%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	34	42	13		77%	74%	76%	69%

KEY





EXPLORE THE FULL RESULTS

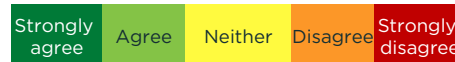
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	HIGH PERFORMANCE		74% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1a. I understand what is expected of me to do well in my role	48	44		92%	94%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	41	44	9	85%	86%	82%	79%	
Q3f. I have received appropriate training and development to do my job well	26	41	18	10	68%	64%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	43	40	12		83%	83%	80%	75%
Q5f. I have confidence in the decisions my manager makes	40	35	15		76%	76%	74%	69%
Q6d. Senior managers encourage innovation by employees	24	42	25		66%	66%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	23	41	28		63%	61%	60%	53%
Q7a. My organisation focuses on improving the work we do	32	50	11		83%	81%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	27	46	18		73%	73%	65%	57%

KEY



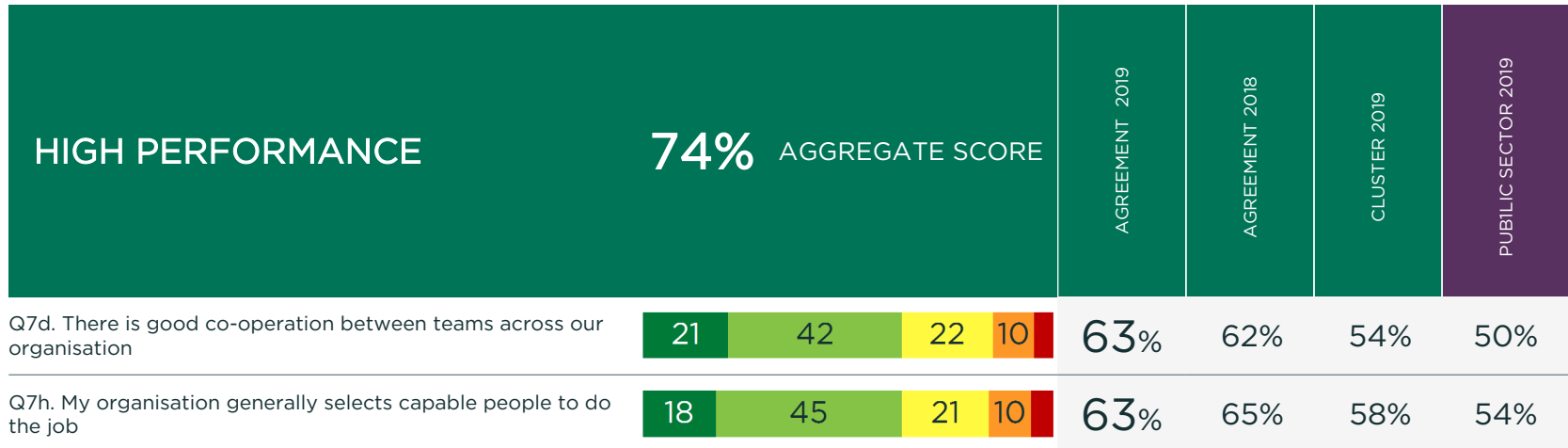


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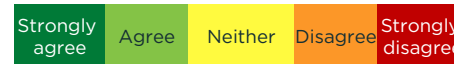
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Results are rounded and may not add up to 100%



KEY





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PUBLIC SECTOR VALUES	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	49	42			91%	92%	89%	86%
Q2e. People in my workgroup treat each other with respect	45	38	10		83%	84%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	43	40	12		83%	83%	80%	75%
Q5b. My manager listens to what I have to say	45	37	11		82%	82%	81%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	21	42	23	9	63%	62%	56%	51%
Q6c. I feel that senior managers model the values of my organisation	24	40	24		64%	63%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	45	20		73%	72%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	22	39	23	10	61%	62%	57%	48%
Q6h. I feel that senior managers listen to employees	20	34	29	10	54%	54%	51%	44%

KEY



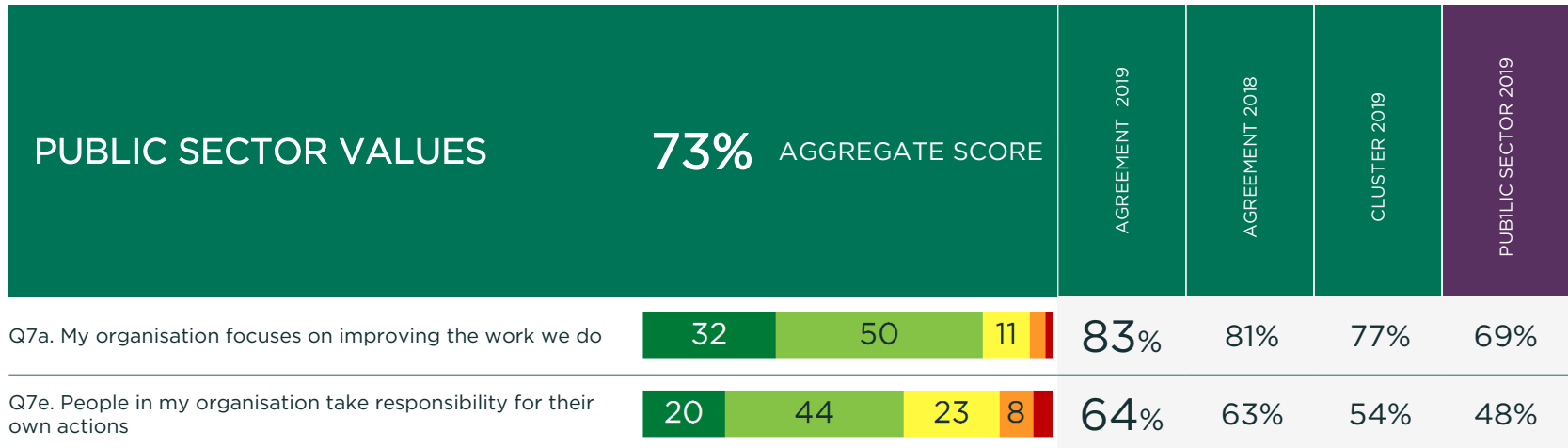


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KEY





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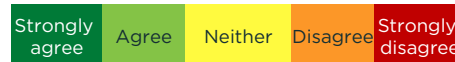
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DIVERSITY & INCLUSION	75% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	31	44	13	9	75%	75%	70%	67%	
Q5b. My manager listens to what I have to say	45	37	11		82%	82%	81%	76%	
Q5d. My manager encourages and values employee input	44	35	12		79%	79%	78%	73%	
Q6i. Senior managers in my organisation support the career advancement of women	32	39	23		71%	70%	68%	61%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	44	44	8		88%	85%	84%	77%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	45	40	9		85%	84%	81%	76%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	34	42	13		77%	74%	76%	69%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	26	29	22	14	9	55%	57%	67%	59%
Q8e. My manager supports flexible working in my team	31	32	21	9		63%	63%	73%	63%

KEY



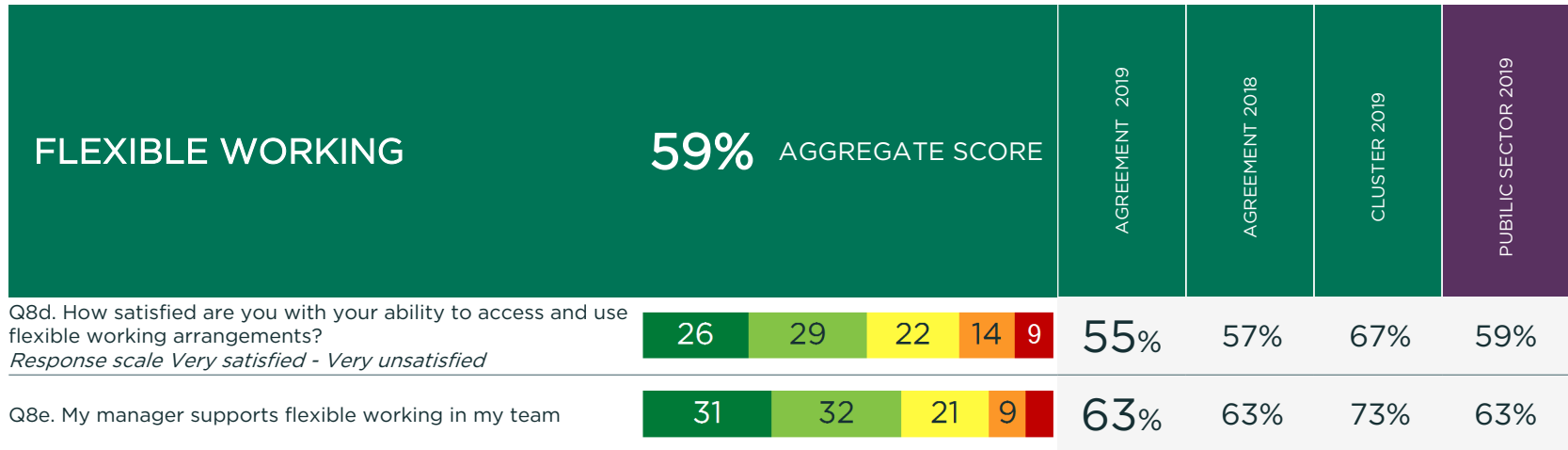


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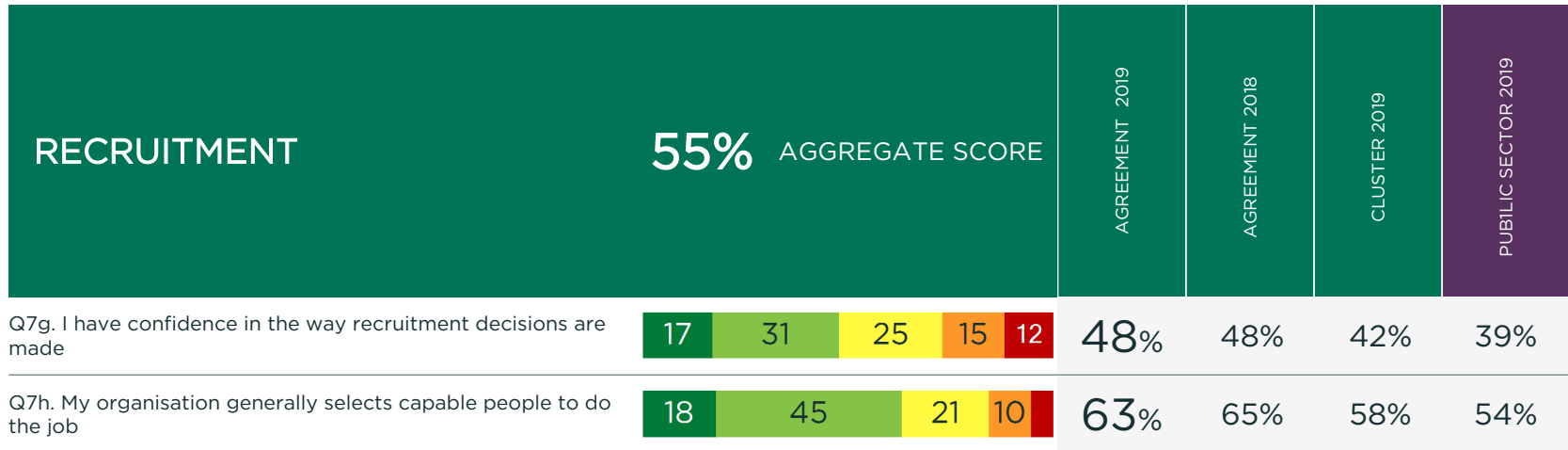


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Results are rounded and may not add up to 100%



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.

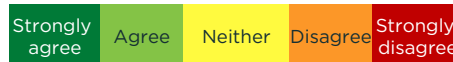
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

68% 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	33	43	13		77%	78%	72%	66%	
Q3e. My performance is assessed against clear criteria	30	42	16	9	72%	74%	63%	57%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	24	35	21	12	9	58%	55%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	42	34	14		76%	75%	75%	69%	
Q5h. My manager deals appropriately with employees who perform poorly	31	30	25	9	60%	60%	53%	48%	
Q7f. My organisation is committed to developing its employees	23	44	21	8	67%	64%	56%	53%	

KEY





EXPLORE THE FULL RESULTS

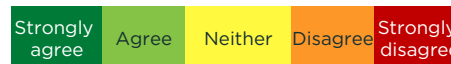
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WORKPLACE SUPPORT	79% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	31	44	13	9	75%	75%	70%	67%
Q1f. I am able to keep my work stress at an acceptable level	24	49	15	9	73%	72%	68%	61%
Q2c. I receive help and support from other members of my workgroup	45	43			88%	89%	85%	81%
Q2d. There is good team spirit in my workgroup	43	37	11		79%	82%	75%	70%

KEY



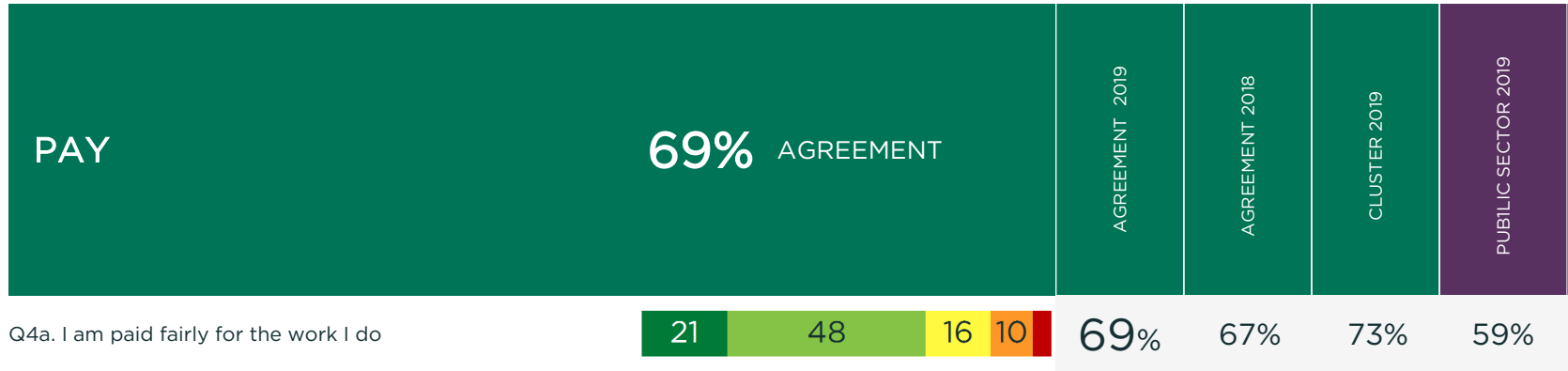


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Results are rounded and may not add up to 100%



KEY



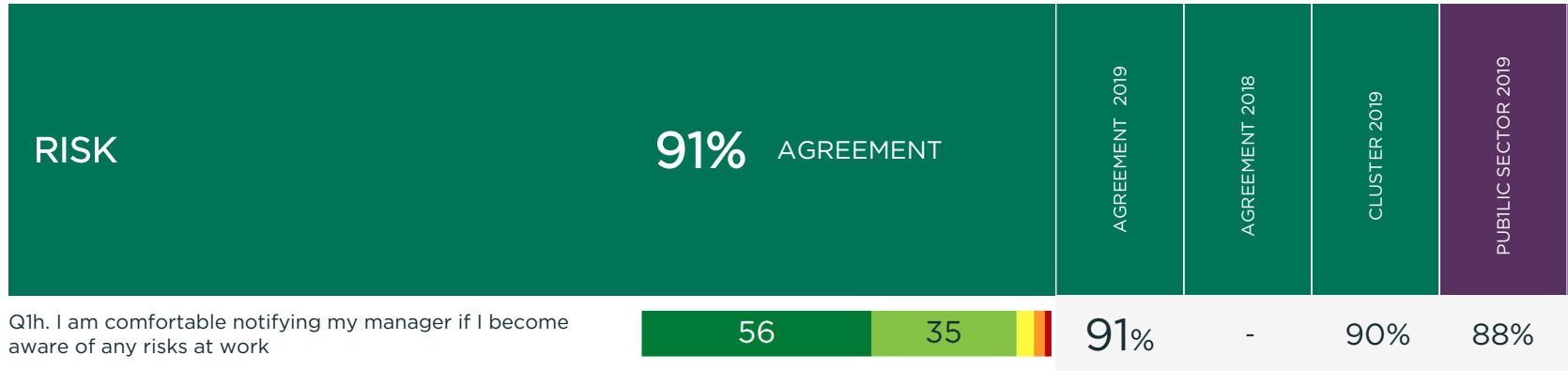


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



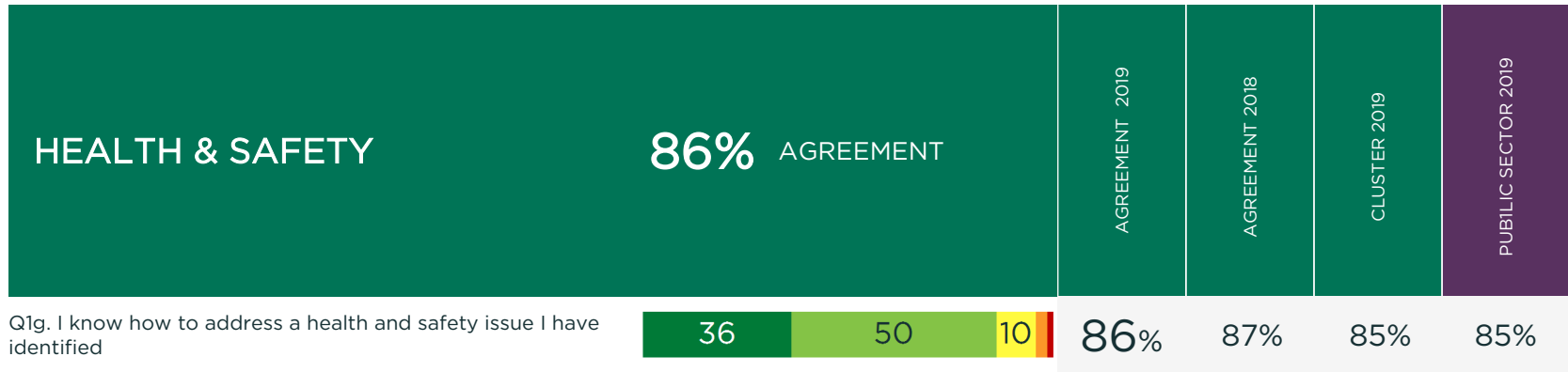


EXPLORE THE FULL RESULTS

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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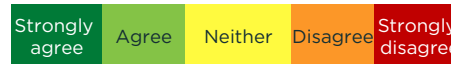
ACTION ON RESULTS

52% AGREEMENT

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



KEY



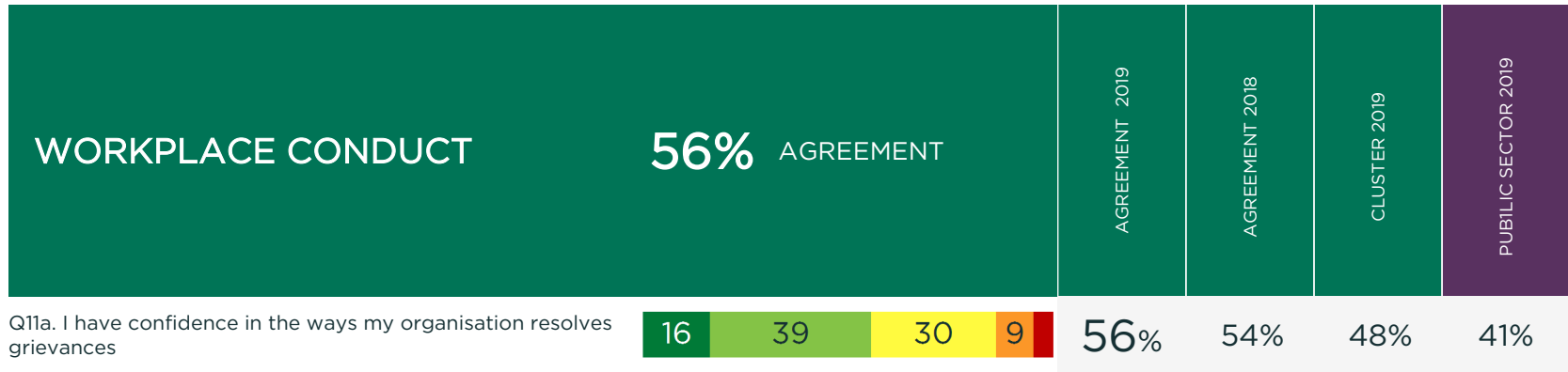


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY

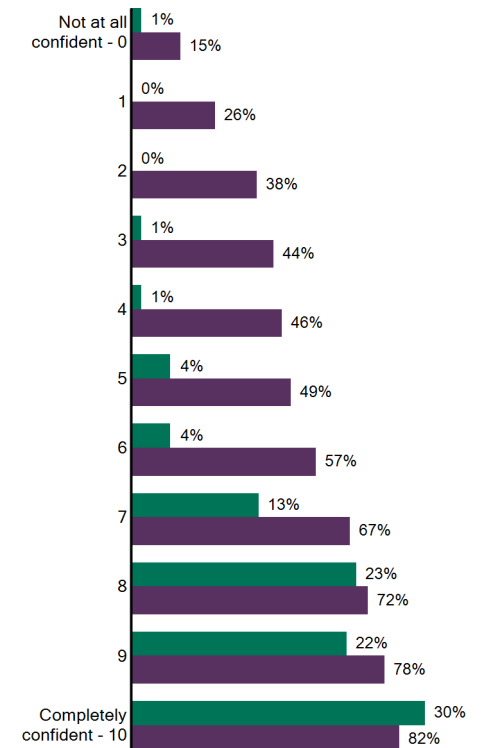
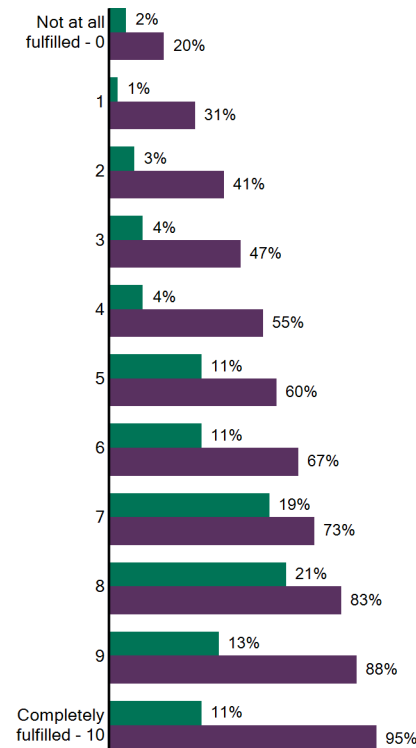
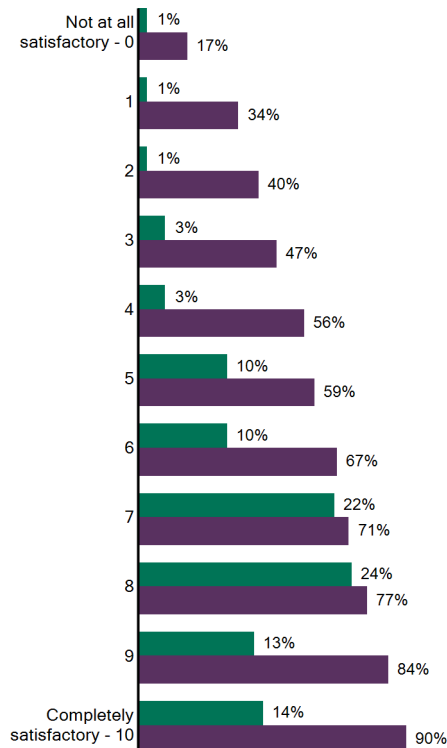


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		81%	78%	83%	71%
No		19%	22%	17%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		83%	82%	82%	76%
No		17%	18%	18%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		73%	71%	72%	60%
No		27%	29%	28%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		49%	44%	48%	41%
No		51%	56%	52%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of visible opportunities		30%	28%	34%	29%
Lack of promotion opportunities		29%	27%	33%	28%
Geographic location considerations		28%	29%	28%	25%
Personal/family considerations		27%	26%	26%	29%
There are no major barriers to my career progression		27%	32%	26%	29%
The application/recruitment process is too cumbersome or time consuming		20%	16%	24%	22%
Insufficient training and development		18%	18%	16%	15%
Lack of support for temporary assignments/secondments		15%	12%	17%	15%
Lack of support from my manager/supervisor		13%	12%	13%	13%
Lack of required capabilities or experience		13%	13%	13%	11%
Other		9%	10%	10%	9%

% are calculated with the number of unique respondents (N = 2,564 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		20%	16%	20%	27%
No		61%	65%	63%	56%
Don't know		19%	19%	17%	17%

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

Yes		62%	65%	60%	65%
No		34%	32%	36%	32%
Don't know		5%	3%	4%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		24%	21%	24%	33%
No		66%	69%	67%	57%
Don't know		10%	10%	10%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		12%	11%	12%	18%
No		81%	81%	81%	75%
Don't know		7%	8%	7%	7%



EXPLORE THE FULL RESULTS

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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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor		33%	40%	27%	23%
A fellow worker at your level		27%	25%	25%	27%
Prefer not to say		17%	19%	16%	13%
A senior manager		15%	9%	20%	21%
Other		4%	3%	5%	5%
A subordinate		2%	3%	5%	7%
A client or customer		0%	1%	1%	3%
A member of the public other than a client or customer		0%	0%	0%	1%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	1%	1%	1%	4%
No	97%	97%	97%	94%
Don't know	2%	2%	2%	2%

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	50%	32%	68%	38%
A member of the public	35%	46%	20%	36%
Other	0%	4%	2%	19%
Prefer not to say	15%	18%	10%	7%



EXPLORE THE FULL RESULTS

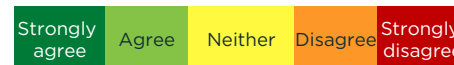
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FINANCE AND SERVICES CUSTOMISED QUESTIONS		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q7. My workplace is a place that gets things done		84%	-	77%
Q8. My workplace is a place where people can have honest conversations		69%	-	65%
Q9. My workplace is a great place to work		77%	-	68%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.






Results are rounded and may not add up to 100%

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Secretary and executive team		5%	5%
Deputy Secretary and executive team		3%	8%
Executive Directors		15%	18%
Directors		15%	26%
The managers of my manager/team leader		63%	42%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

Very effective		13%	12%
Effective		31%	33%
Neither effective nor ineffective		41%	38%
Ineffective		10%	10%
Very ineffective		6%	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

CLUSTER 2019

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

Very effective		11%	10%
Effective		36%	35%
Neither effective nor ineffective		40%	40%
Ineffective		8%	10%
Very ineffective		4%	5%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

Very satisfied		19%	18%
Satisfied		44%	38%
Neither satisfied or unsatisfied		21%	20%
Unsatisfied		6%	7%
Very unsatisfied		3%	5%
Not applicable (not currently working in ABW environment)		6%	12%



EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
The requirements of the role or work environment do not allow it		42%	25%
Personal circumstances do not allow it		3%	2%
Cannot reach agreement with manager		8%	6%
Personal choice		13%	12%
Not Applicable - I am currently using flexible work options		35%	56%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Networking with peers		6%	7%
Networking with senior leaders		12%	12%
Formal training for technical skills		17%	14%
Self-directed learning (e.g. online courses)		4%	4%
Formal leadership program		5%	4%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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FINANCE AND SERVICES

CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

Temporary work or placement in another role (e.g. secondment, stretch assignment, project work)		26%	30%
Taking on a coach or mentor		10%	9%
Shadowing - observing a colleague to learn new skills		15%	11%
Developing experience or exposure in another agency		4%	4%
Developing experience or exposure in the private sector		1%	3%



EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Strongly agree		14%	9%
Agree		31%	23%
Neither agree nor disagree		23%	22%
Disagree		7%	6%
Strongly disagree		5%	6%
Not Applicable - - I have not received training in the '7 habits of highly effective people'		19%	34%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		29%
Female		69%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24	■	10%
25-29	■	16%
30-34	■	17%
35-39	■	15%
40-44	■	12%
45-49	■	12%
50-54	■	8%
55-59	■	5%
60-64		3%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

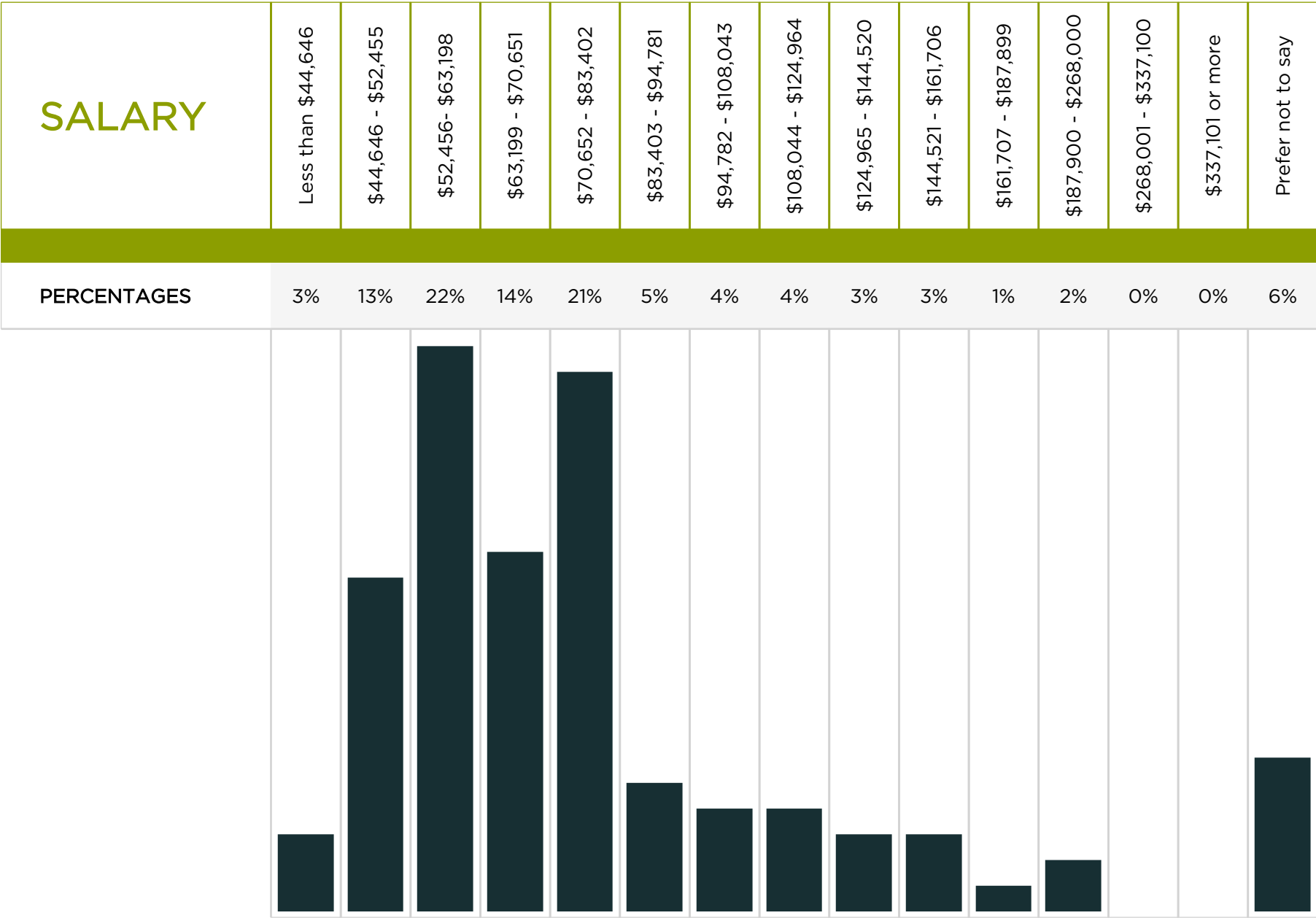
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	69%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	1%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	1%
Research	1%
Program and project management support	4%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

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		25%
1 - 2 years		18%
2 - 5 years		42%
5 - 10 years		12%
10 - 20 years		2%
More than 20 years		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		44%
Flexible start and finish times		29%
Working from home		18%
Working from different locations		12%
Part-time work		12%
Working additional hours to make up for time off		12%
Working more hours over fewer days		9%

% are calculated with the number of unique respondents (N = 2,492 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	8%
Flexible scheduling for rostered workers	6%
Other	2%
Purchasing annual leave	2%
Job sharing	1%
Study leave	1%

% are calculated with the number of unique respondents (N = 2,492 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%

	Service 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
NUMBER OF RESPONDENTS	2671	1762	217	37	165	33	24	113	4	184
EMPLOYEE ENGAGEMENT	73%	72%	75%	80%	71%	78%	(r)	78%	(r)	72%
ENGAGEMENT WITH WORK	76%	76%	79%	86%	73%	79%	(r)	82%	(r)	71%
SENIOR MANAGERS	63%	62%	67%	76%	60%	70%	(r)	68%	(r)	57%
COMMUNICATION	71%	69%	77%	84%	73%	81%	(r)	79%	(r)	70%
HIGH PERFORMANCE	74%	74%	78%	85%	72%	85%	(r)	74%	(r)	70%
PUBLIC SECTOR VALUES	73%	72%	78%	85%	73%	80%	(r)	77%	(r)	69%
DIVERSITY & INCLUSION	75%	72%	82%	88%	81%	86%	(r)	87%	(r)	79%

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%

	Service 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	2671	77	324	555	346	535	126	91	102	74	68	34	42	5
EMPLOYEE ENGAGEMENT	73%	78%	78%	75%	69%	70%	78%	76%	70%	77%	72%	71%	77%	(r)
ENGAGEMENT WITH WORK	76%	77%	80%	75%	70%	77%	84%	83%	75%	81%	71%	73%	86%	(r)
SENIOR MANAGERS	63%	65%	71%	67%	56%	60%	71%	62%	63%	66%	64%	47%	67%	(r)
COMMUNICATION	71%	71%	77%	73%	64%	68%	77%	73%	75%	74%	80%	71%	75%	(r)
HIGH PERFORMANCE	74%	74%	82%	78%	69%	73%	79%	74%	72%	73%	73%	63%	78%	(r)
PUBLIC SECTOR VALUES	73%	75%	80%	76%	67%	70%	78%	73%	74%	75%	75%	67%	76%	(r)
DIVERSITY & INCLUSION	75%	71%	81%	76%	69%	71%	80%	83%	83%	84%	85%	84%	87%	(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%

	Service NSW	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	2671	0	145
EMPLOYEE ENGAGEMENT	73%	(r)	65%
ENGAGEMENT WITH WORK	76%	(r)	68%
SENIOR MANAGERS	63%	(r)	48%
COMMUNICATION	71%	(r)	61%
HIGH PERFORMANCE	74%	(r)	64%
PUBLIC SECTOR VALUES	73%	(r)	63%
DIVERSITY & INCLUSION	75%	(r)	68%

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%

	Service NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2671	636	447	1049	312	45	19
EMPLOYEE ENGAGEMENT	73%	80%	75%	70%	68%	71%	(r)
ENGAGEMENT WITH WORK	76%	82%	77%	73%	75%	78%	(r)
SENIOR MANAGERS	63%	73%	66%	58%	56%	62%	(r)
COMMUNICATION	71%	81%	72%	66%	65%	75%	(r)
HIGH PERFORMANCE	74%	82%	76%	71%	69%	75%	(r)
PUBLIC SECTOR VALUES	73%	82%	75%	69%	68%	73%	(r)
DIVERSITY & INCLUSION	75%	85%	77%	70%	70%	76%	(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%

	Service 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	2671	727	230	295	156	297	28	298	448	46	200	22	48	1095
EMPLOYEE ENGAGEMENT	73%	75%	77%	77%	80%	75%	(r)	80%	74%	75%	75%	(r)	74%	71%
ENGAGEMENT WITH WORK	76%	79%	81%	81%	84%	76%	(r)	85%	77%	83%	77%	(r)	77%	74%
SENIOR MANAGERS	63%	66%	65%	66%	74%	69%	(r)	69%	64%	61%	66%	(r)	59%	60%
COMMUNICATION	71%	75%	74%	76%	80%	73%	(r)	79%	75%	70%	77%	(r)	67%	68%
HIGH PERFORMANCE	74%	76%	77%	78%	83%	79%	(r)	79%	74%	77%	78%	(r)	75%	72%
PUBLIC SECTOR VALUES	73%	76%	75%	76%	81%	78%	(r)	78%	75%	73%	77%	(r)	74%	71%
DIVERSITY & INCLUSION	75%	83%	82%	83%	84%	78%	(r)	87%	86%	76%	82%	(r)	72%	69%

*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.

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Results are rounded and may not add up to 100%

	Service NSW	Sydney East	Sydney West	Sydney - City and Inner South	Newcastle and Lake Macquarie	Sydney - Parramatta	Central West	Sydney - Inner South West	Capital Region	Central Coast	Sydney - Blacktown	Illawarra	Sydney - South West	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	2671	733	432	499	405	246	81	78	72	65	59	58	50	44
EMPLOYEE ENGAGEMENT	73%	73%	72%	73%	71%	75%	77%	75%	82%	78%	70%	78%	68%	69%
ENGAGEMENT WITH WORK	76%	77%	77%	76%	70%	77%	78%	77%	84%	87%	81%	81%	72%	67%
SENIOR MANAGERS	63%	64%	63%	63%	60%	68%	67%	68%	81%	74%	62%	65%	56%	56%
COMMUNICATION	71%	74%	71%	74%	72%	75%	67%	70%	75%	75%	67%	70%	64%	70%
HIGH PERFORMANCE	74%	74%	75%	73%	75%	78%	79%	76%	84%	82%	73%	78%	71%	72%
PUBLIC SECTOR VALUES	73%	74%	73%	75%	74%	77%	73%	74%	81%	79%	71%	74%	68%	70%
DIVERSITY & INCLUSION	75%	79%	74%	82%	77%	79%	69%	70%	76%	79%	66%	77%	69%	72%

*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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	Service NSW	Hunter Valley exc Newcastle	Sydney - Outer West and Blue Mountains	Mid North Coast	Richmond - Tweed	Riverina	Sydney - Sutherland	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Northern Beaches	Far West and Orana	Murray	New England and North West	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	2671	43	38	36	31	30	30	29	24	24	20	20	20	20
EMPLOYEE ENGAGEMENT	73%	75%	76%	77%	81%	77%	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	80%	82%	79%	88%	87%	88%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	63%	68%	69%	63%	72%	72%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	73%	74%	69%	81%	72%	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	78%	81%	74%	81%	79%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	78%	76%	72%	81%	80%	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	80%	78%	73%	82%	78%	80%	(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%

	Service NSW	Sydney - Inner West	Sydney - Ryde	Coffs Harbour - Grafton	Sydney - Outer South West	Outside NSW
NUMBER OF RESPONDENTS	2671	19	19	18	15	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	63%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Service NSW	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	2671	38	249	393	435	380	310	295	210	133	76	15
EMPLOYEE ENGAGEMENT	73%	90%	80%	73%	71%	72%	71%	73%	72%	72%	74%	(r)
ENGAGEMENT WITH WORK	76%	91%	80%	74%	74%	74%	74%	78%	79%	78%	86%	(r)
SENIOR MANAGERS	63%	82%	73%	67%	60%	62%	59%	61%	61%	59%	63%	(r)
COMMUNICATION	71%	89%	78%	72%	69%	70%	68%	68%	70%	70%	77%	(r)
HIGH PERFORMANCE	74%	89%	83%	76%	72%	72%	71%	74%	74%	74%	76%	(r)
PUBLIC SECTOR VALUES	73%	88%	81%	74%	71%	71%	70%	72%	73%	73%	74%	(r)
DIVERSITY & INCLUSION	75%	90%	82%	76%	74%	73%	73%	74%	75%	74%	76%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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%

	Service NSW	Male	Female	Other
NUMBER OF RESPONDENTS	2671	728	1768	48
EMPLOYEE ENGAGEMENT	73%	71%	74%	56%
ENGAGEMENT WITH WORK	76%	75%	78%	47%
SENIOR MANAGERS	63%	63%	64%	30%
COMMUNICATION	71%	74%	70%	44%
HIGH PERFORMANCE	74%	74%	75%	49%
PUBLIC SECTOR VALUES	73%	74%	73%	46%
DIVERSITY & INCLUSION	75%	78%	75%	52%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

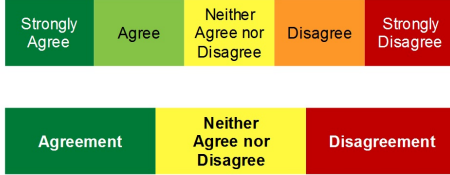
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

i HOW TO READ THIS REPORT

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



i ROUNDING

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

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

i MORE DETAILS ABOUT METHODOLOGY

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