



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

NSW Electoral Commission



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## RESPONSE RATE

**68%**

99 OF 146 RESPONDENTS

RESPONSE RATE 2018: 81%

## EMPLOYEE ENGAGEMENT

**73%** 

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

DIFFERENCE FROM PUBLIC SECTOR **+8**  
(66%)

## ENGAGEMENT WITH WORK

**84%** 

DIFFERENCE FROM 2018 **+10**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+11**  
(73%)

## SENIOR MANAGERS

**57%** 

DIFFERENCE FROM 2018 **-6**  
(63%)

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

## COMMUNICATION

**72%** 

DIFFERENCE FROM 2018 **-4**  
(77%)

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

## HIGH PERFORMANCE

**72%** 

DIFFERENCE FROM 2018 **-3**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+7**  
(65%)

## PUBLIC SECTOR VALUES

**71%** 

DIFFERENCE FROM 2018 **-5**  
(77%)

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

## DIVERSITY & INCLUSION

**78%** 

DIFFERENCE FROM 2018 **-2**  
(80%)

DIFFERENCE FROM PUBLIC SECTOR **+9**  
(69%)

## FLEXIBLE WORKING SATISFACTION

**66%** 

DIFFERENCE FROM 2018 **-6**  
(72%)

DIFFERENCE FROM PUBLIC SECTOR **+7**  
(59%)

## ACTION ON RESULTS

**51%** 

DIFFERENCE FROM 2018 **-3**  
(54%)

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

1a.	I understand what is expected of me to do well in my role	94%	89%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	94%	-
2a.	My workgroup strives to achieve customer/client satisfaction	93%	93%
2c.	I receive help and support from other members of my workgroup	93%	91%
1g.	I know how to address a health and safety issue I have identified	91%	85%
2d.	There is good team spirit in my workgroup	90%	88%
2b.	My workgroup works collaboratively to achieve its objectives	90%	90%
1f.	I am able to keep my work stress at an acceptable level	90%	81%
4a.	I am paid fairly for the work I do	88%	79%
2e.	People in my workgroup treat each other with respect	86%	91%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

7c.	I feel that change is managed well in my organisation	42%	40%
3g.	I am satisfied with the opportunities available for career development in my organisation	44%	45%
11a.	I have confidence in the ways my organisation resolves grievances	49%	52%
6d.	Senior managers encourage innovation by employees	49%	62%
7g.	I have confidence in the way recruitment decisions are made	50%	64%
10a.	I believe action will be taken on the results from this survey by my organisation	51%	54%
7d.	There is good co-operation between teams across our organisation	53%	54%
6b.	I feel that senior managers effectively lead and manage change	56%	59%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	56%	63%
7e.	People in my organisation take responsibility for their own actions	56%	60%



### 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
1e. I am satisfied with my job	85%	69%
1c. My job gives me a feeling of personal accomplishment	84%	74%
4a. I am paid fairly for the work I do	88%	79%
7l. My organisation motivates me to help it achieve its objectives	76%	68%
1f. I am able to keep my work stress at an acceptable level	90%	81%
7m. My organisation inspires me to do the best in my job	76%	67%
1g. I know how to address a health and safety issue I have identified	91%	85%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	79%	74%
1a. I understand what is expected of me to do well in my role	94%	89%
7h. My organisation generally selects capable people to do the job	77%	72%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	50%	64%
6d. Senior managers encourage innovation by employees	49%	62%
5e. My manager involves my workgroup in decisions about our work	72%	84%
7a. My organisation focuses on improving the work we do	73%	84%
6c. I feel that senior managers model the values of my organisation	59%	69%
6a. I believe senior managers provide clear direction for the future of the organisation	64%	73%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	68%	77%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	56%	63%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	66%	72%
5h. My manager deals appropriately with employees who perform poorly	56%	62%



### 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



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7c.** I feel that change is managed well in my organisation



**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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7c.** I feel that change is managed well in my organisation



**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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q6i.** Senior managers in my organisation support the career advancement of women



**Q7c.** I feel that change is managed well in my organisation



**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



## 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: 99

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	37	Senior Executive (ongoing/permanent or term)	12	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	13
Female	61	Ongoing/Permanent (other than senior executive)	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)	3
Other	2	Temporary (including temporary teachers and graduates)	26	Administrative support (e.g. executive/personal assistant, receptionist)	4
		Casual	2	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	35
<b>Age</b>	<b>Survey %</b>	Contract – Non Executive	17	Policy	8
15 - 34 years	21	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	0
35 - 54 years	64	Other	1	Program and project management support	11
55+ years	15	Don't know	0	Legal (including developing and/or reviewing legislation)	8
				Other	18
<b>LOTE spoken at home</b>	<b>Survey %</b>	<b>Manager of managers</b>	<b>Survey %</b>	<b>Organisation Tenure</b>	<b>Survey %</b>
Yes	24	Yes	13	Less than 1 year	20
No	71	No	87	1 - 2 years	29
Prefer not to say	4			2 - 5 years	31
		<b>Supervisors</b>	<b>Survey %</b>	5 - 10 years	15
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	Yes	47	10 - 20 years	4
Yes	1	No	53	More than 20 years	0
No	95			<b>Salary</b>	<b>Survey %</b>
Prefer not to say	4	<b>Working arrangement</b>	<b>Survey %</b>	\$83,402 and below	8
		Full-time	93	\$83,403 - \$108,043	29
<b>Disability</b>	<b>Survey %</b>	Part-time	7	\$108,044 - \$144,520	32
Yes	1			\$144,521 and above	19
No	99			Prefer not to say	12
Prefer not to say	0				
		<b>LGBTI</b>	<b>Survey %</b>		
<b>Yes</b>	<b>10</b>	Yes	10		
<b>No</b>	<b>88</b>	No	88		
<b>Prefer not to say</b>	<b>2</b>	Prefer not to say	2		

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%

# 51%

of employees replied favourably to:

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

## 39%

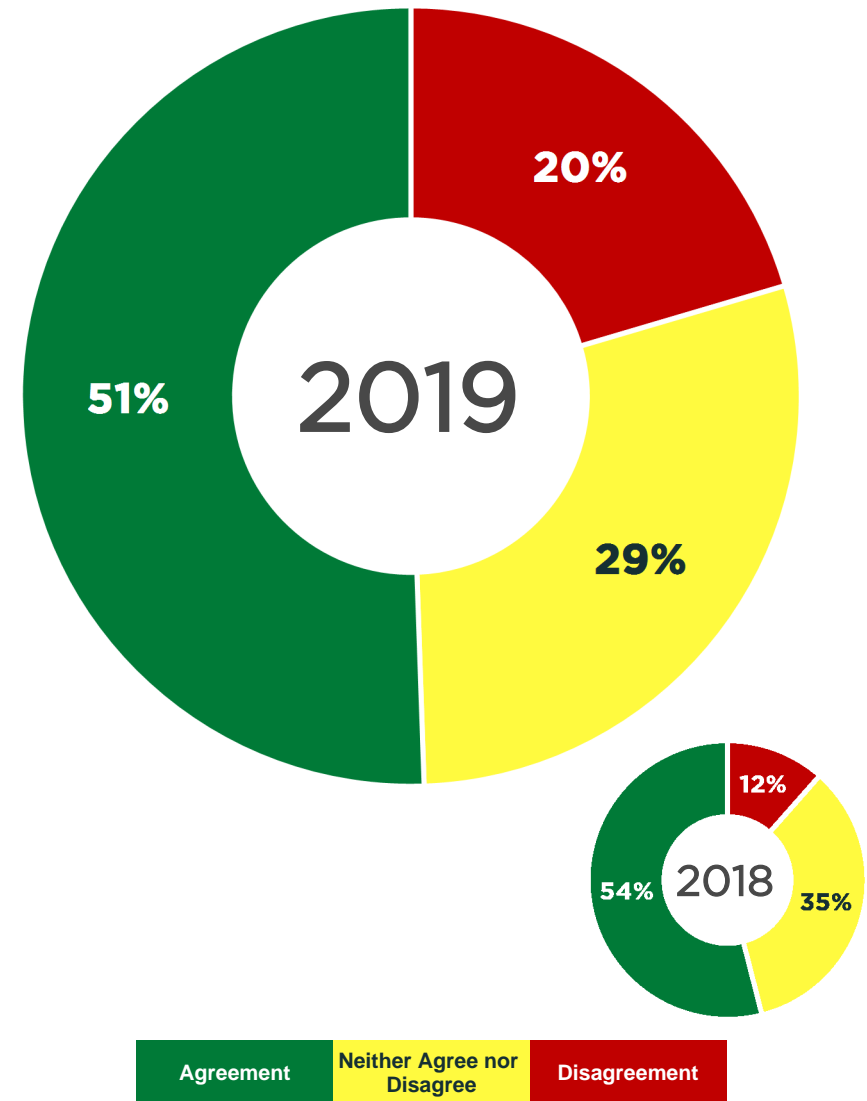
SECTOR

## 0%

CLUSTER

## 54%

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
<b>1</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>73%</b>	84%	69%
<b>2</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>59%</b>	69%	52%
<b>3</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>59%</b>	63%	44%
<b>4</b>	<b>Q5h.</b> My manager deals appropriately with employees who perform poorly	<b>56%</b>	62%	48%
<b>5</b>	<b>Q7e.</b> People in my organisation take responsibility for their own actions	<b>56%</b>	60%	48%
<b>6</b>	<b>Q6f.</b> Senior managers communicate the importance of customers/clients in achieving our business objectives	<b>68%</b>	77%	61%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	73% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	33	45	15	78%	75%	62%
Q7j. I am proud to tell others I work for my organisation	34	48	14	82%	80%	70%
Q7k. I feel a strong personal attachment to my organisation	26	38	27	64%	64%	64%
Q7l. My organisation motivates me to help it achieve its objectives	23	54	17	76%	68%	56%
Q7m. My organisation inspires me to do the best in my job	27	49	19	76%	67%	56%

KEY





## EXPLORE THE FULL RESULTS

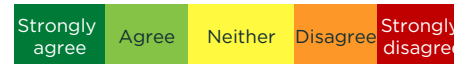
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	84% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	42	42	11	84%	74%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	42	41	11	84%	80%	72%
Q1e. I am satisfied with my job	30	55	12	85%	69%	69%

### KEY





## EXPLORE THE FULL RESULTS

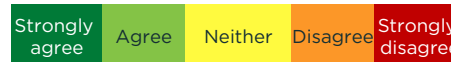
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SENIOR MANAGERS	57% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	44	16	15		64%	73%	51%
Q6b. I feel that senior managers effectively lead and manage change	13	42	16	23		56%	59%	47%
Q6c. I feel that senior managers model the values of my organisation	20	40	22	15		59%	69%	52%
Q6d. Senior managers encourage innovation by employees	15	34	22	25		49%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	39	27	13		56%	63%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	51	18	13		68%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	44	19	15	7	59%	63%	48%
Q6h. I feel that senior managers listen to employees	13	45	20	15		59%	63%	44%
Q7c. I feel that change is managed well in my organisation	12	31	29	20	8	42%	40%	42%

KEY





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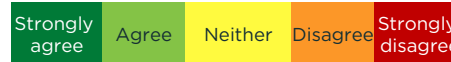
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COMMUNICATION	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019			
Q5c. My manager communicates effectively with me	39	39	14	78%	81%	72%		
Q5d. My manager encourages and values employee input	42	40	10	82%	84%	73%		
Q5e. My manager involves my workgroup in decisions about our work	33	40	15	10	72%	84%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	44	19	15	7	59%	63%	48%
Q6h. I feel that senior managers listen to employees	13	45	20	15		59%	63%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	52	8	9	83%	83%	69%	

KEY





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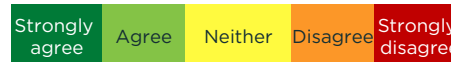
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	HIGH PERFORMANCE				72% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role					94%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					90%	90%	79%	
Q3f. I have received appropriate training and development to do my job well					62%	60%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					82%	86%	75%	
Q5f. I have confidence in the decisions my manager makes					82%	82%	69%	
Q6d. Senior managers encourage innovation by employees					49%	62%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					56%	63%	53%	
Q7a. My organisation focuses on improving the work we do					73%	84%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					71%	75%	57%	

KEY



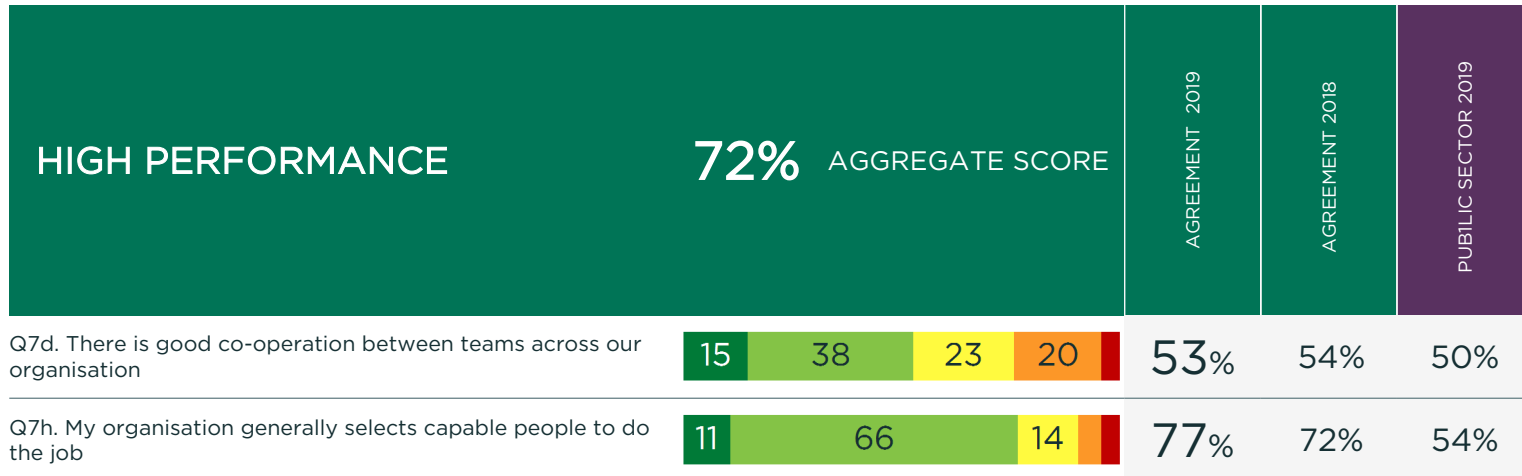


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PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	45	47	93%	93%	86%		
Q2e. People in my workgroup treat each other with respect	48	37	9	86%	91%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	54	13	82%	86%	75%		
Q5b. My manager listens to what I have to say	39	46	9	85%	84%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	44	16	15	64%	73%	51%	
Q6c. I feel that senior managers model the values of my organisation	20	40	22	15	59%	69%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	51	18	13	68%	77%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	44	19	15	7	59%	63%	48%
Q6h. I feel that senior managers listen to employees	13	45	20	15		59%	63%	44%

KEY





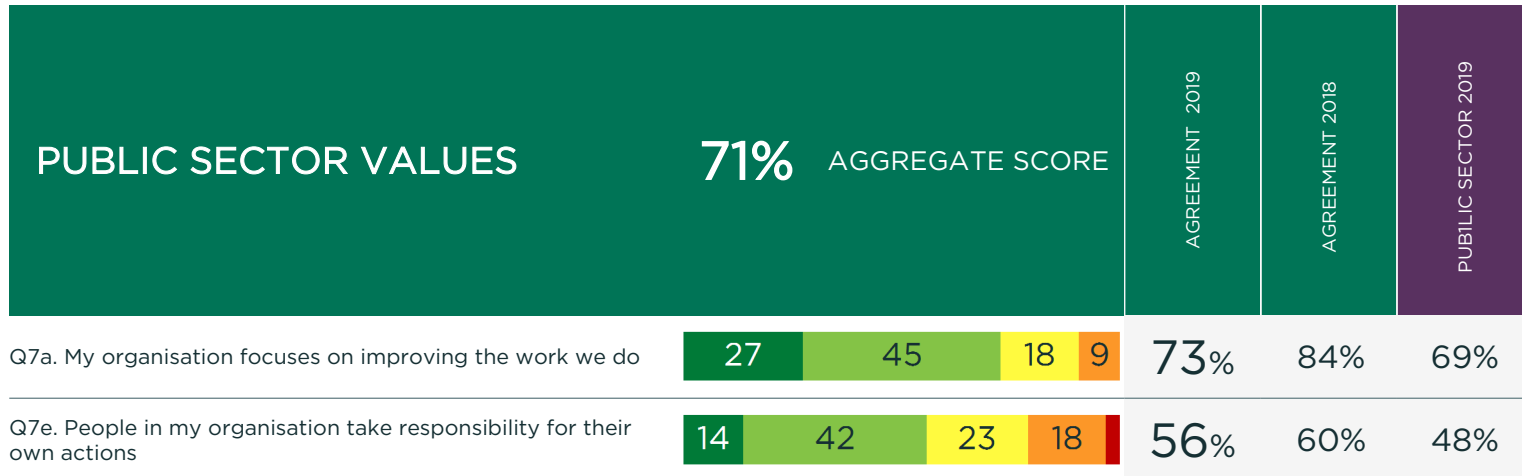


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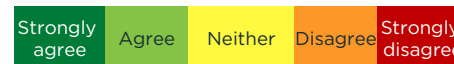
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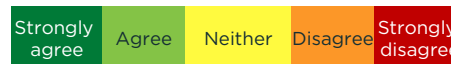
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DIVERSITY & INCLUSION	78% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q1b. I am provided with the support I need to do my best at work	33	46	16	79%	79%	67%
Q5b. My manager listens to what I have to say	39	46	9	85%	84%	76%
Q5d. My manager encourages and values employee input	42	40	10	82%	84%	73%
Q6i. Senior managers in my organisation support the career advancement of women	19	42	31	60%	63%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	36	47	12	83%	86%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	49	13	85%	87%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	52	8	83%	83%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	28	38	20	66%	72%	59%
Q8e. My manager supports flexible working in my team	37	40	14	78%	80%	63%

KEY



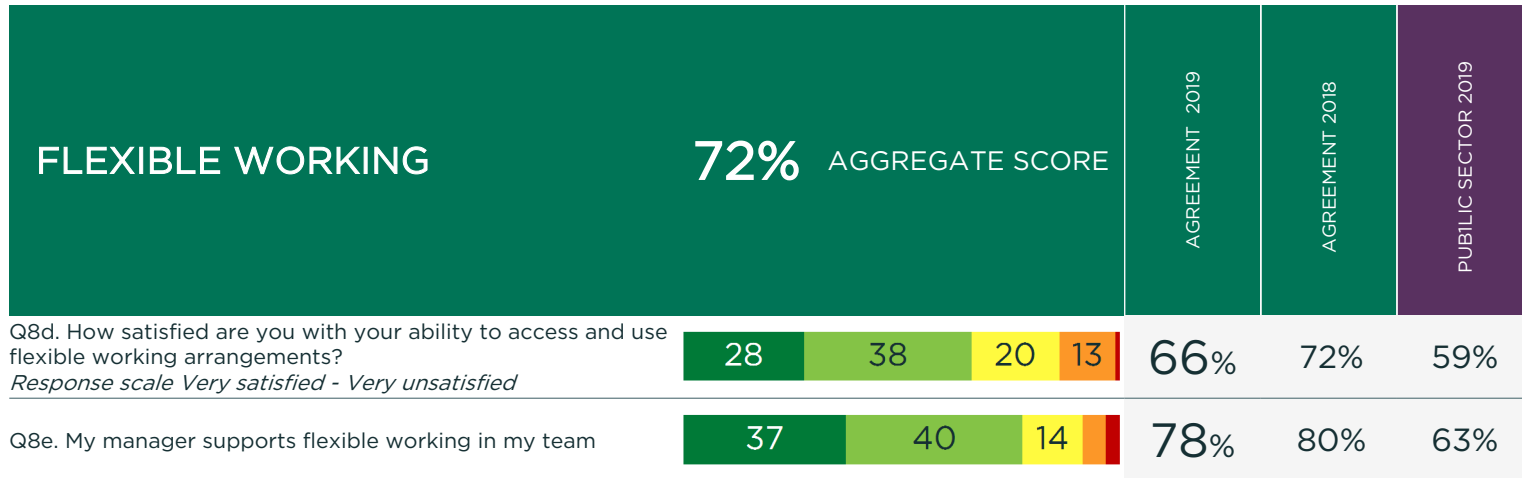


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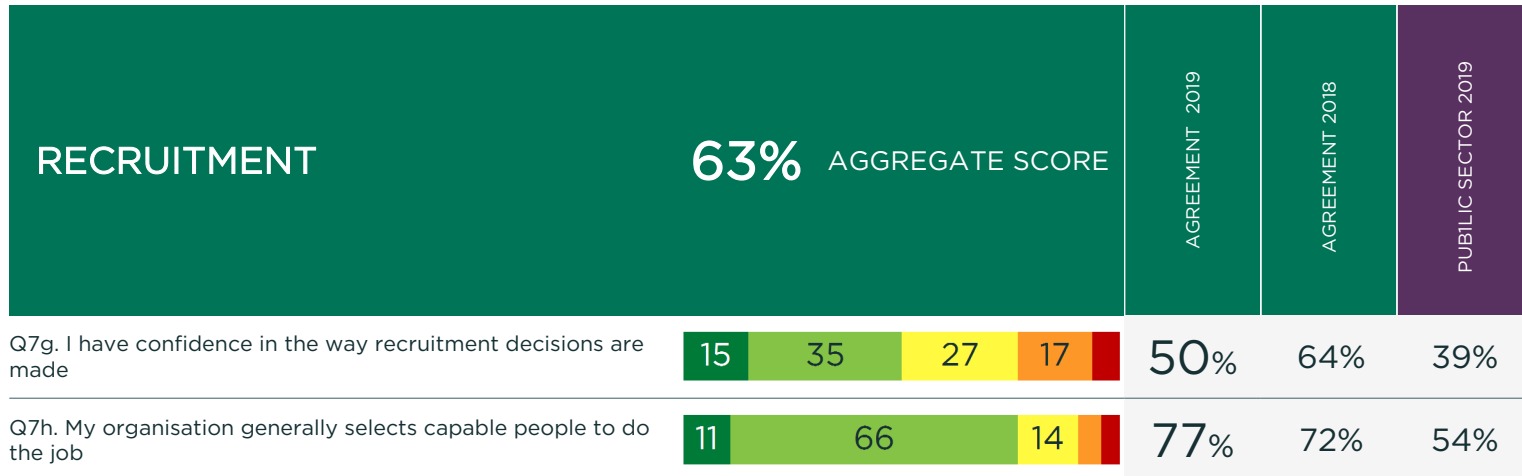


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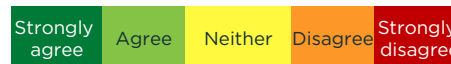
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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**64%** 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	29	50	13			79%	74%	66%
Q3e. My performance is assessed against clear criteria	22	47	20	7		70%	68%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	13	31	26	16	13	44%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37	41	11	7		78%	80%	69%
Q5h. My manager deals appropriately with employees who perform poorly	21	35	24	8	11	56%	62%	48%
Q7f. My organisation is committed to developing its employees	15	43	27	12		58%	59%	53%

KEY



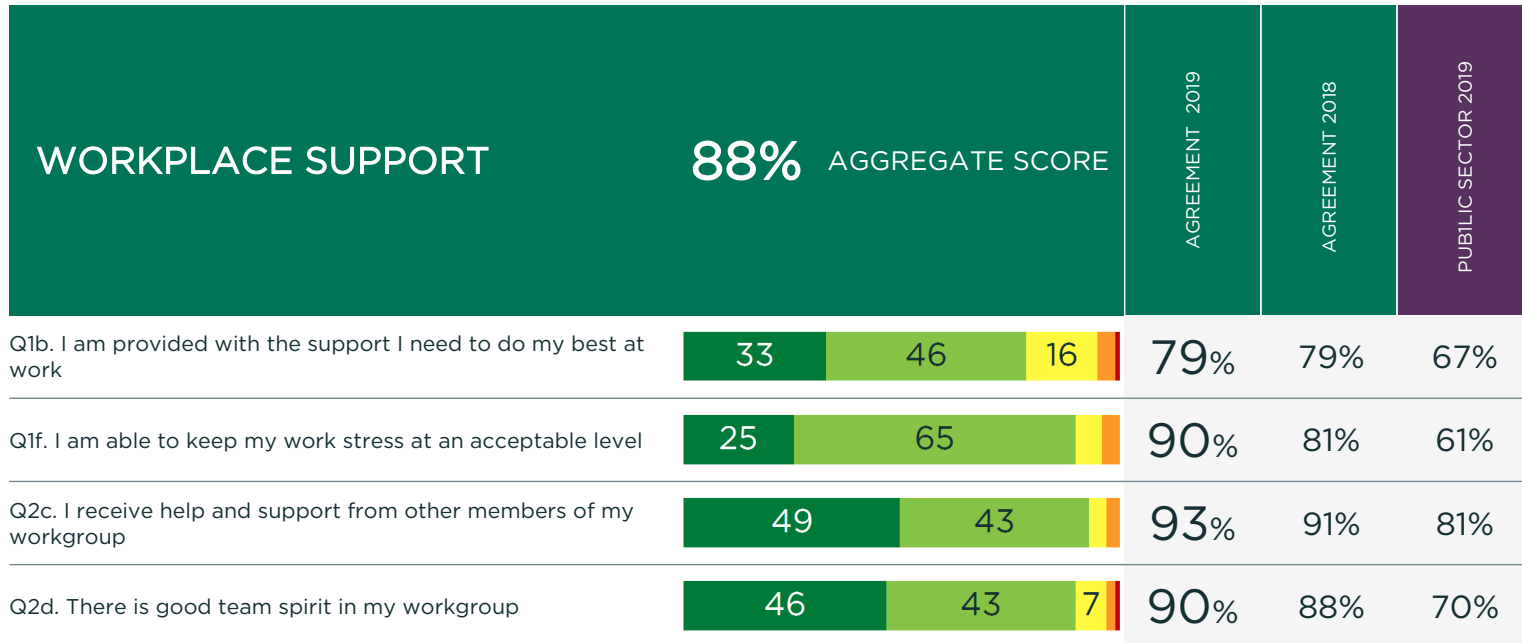


## EXPLORE THE FULL RESULTS

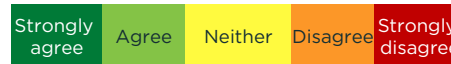
Questions are grouped by topics in this report.

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%



KEY



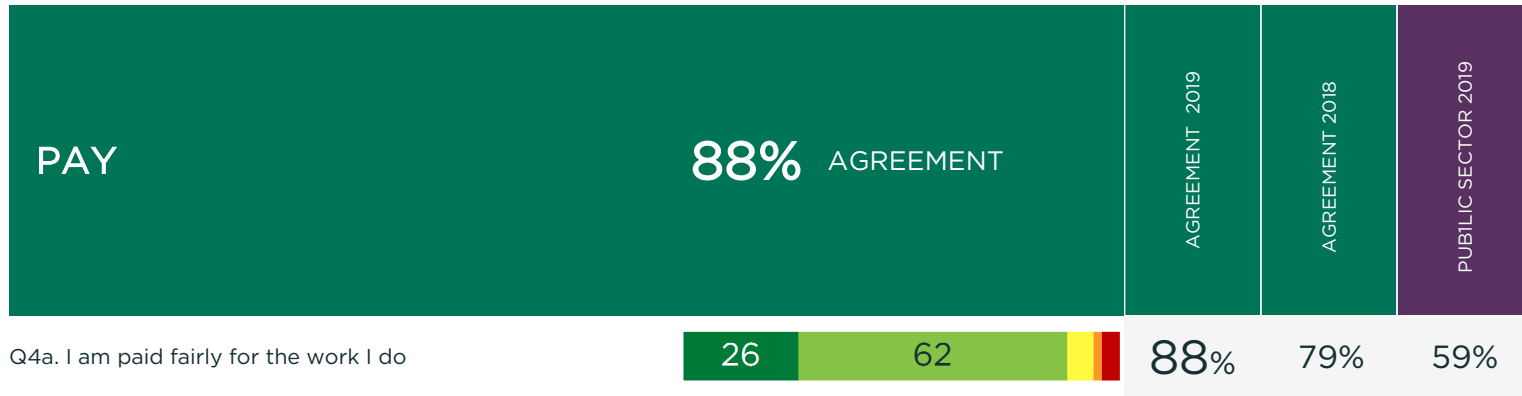


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



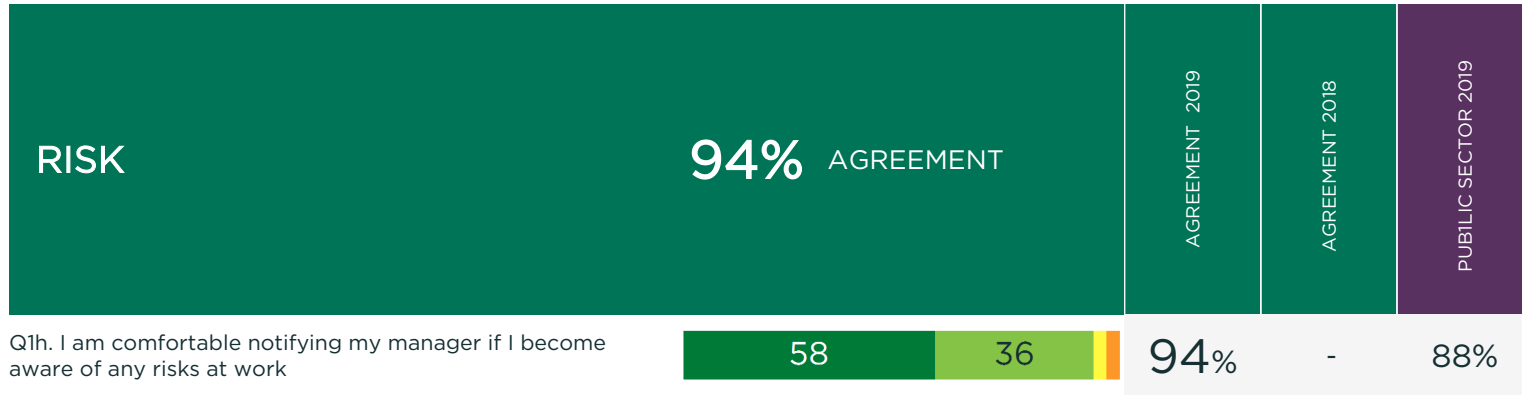


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





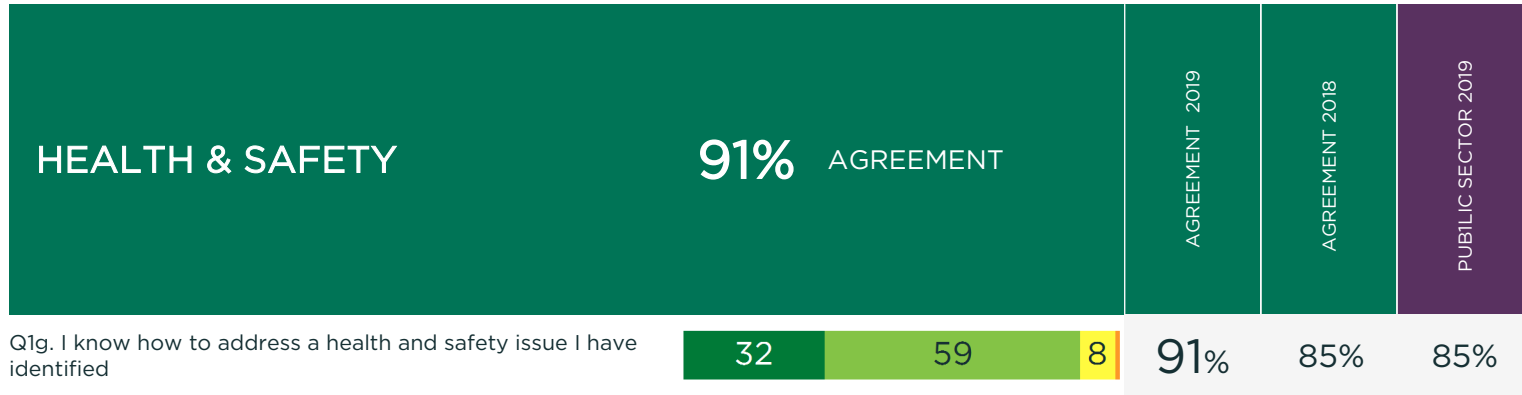


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

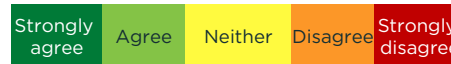
## ACTION ON RESULTS

**51%** AGREEMENT

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



KEY



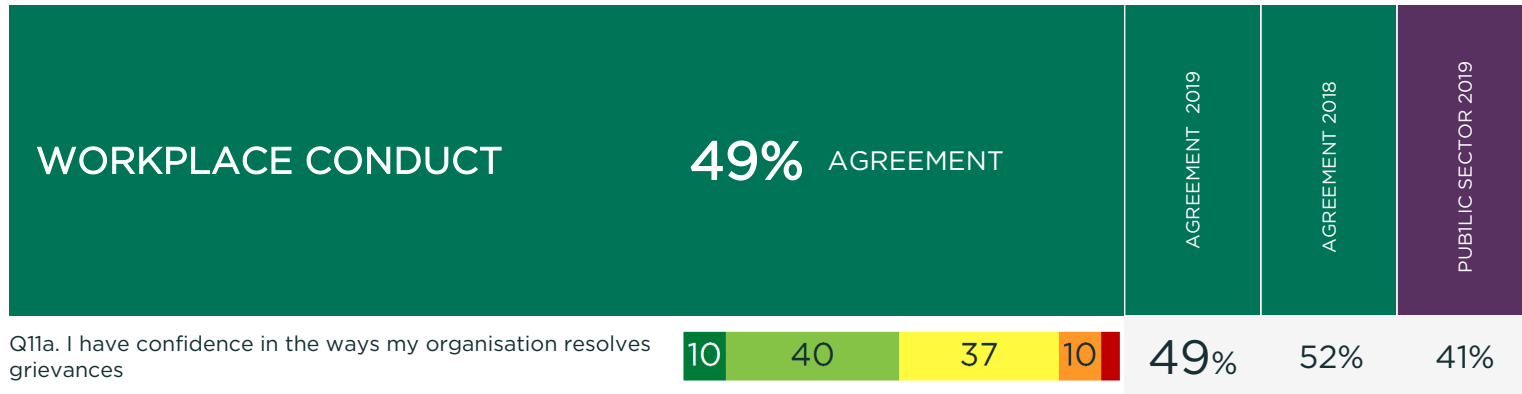


## EXPLORE THE FULL RESULTS

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

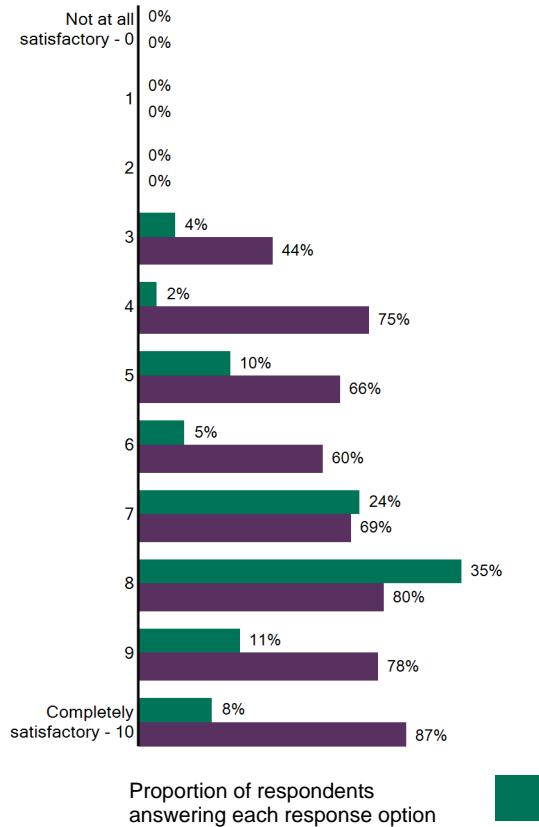
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.

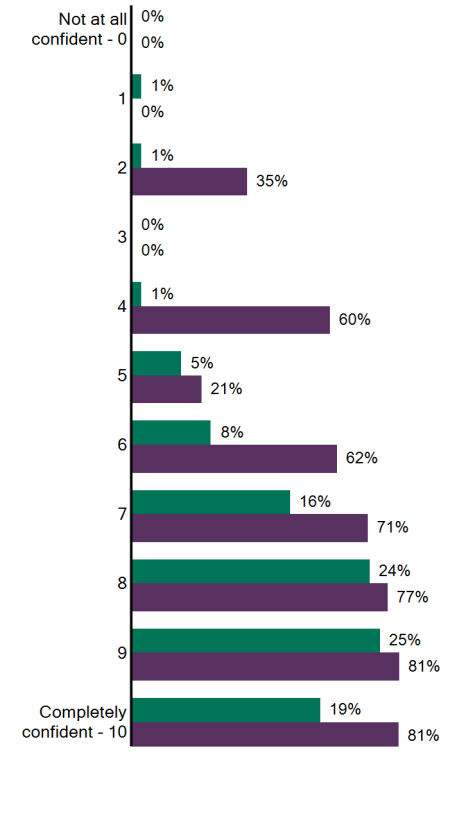
**Q1i.** In general, my sense of wellbeing is.....



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



**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



80%

85%

71%

No



20%

15%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



87%

89%

76%

No



13%

11%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



79%

74%

60%

No



21%

26%

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	PUBLIC SECTOR 2019
Yes		47%	32%	41%
No		53%	68%	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		45%	31%	29%
Lack of promotion opportunities		35%	30%	28%
There are no major barriers to my career progression		25%	42%	29%
Personal/family considerations		23%	15%	29%
Lack of support for temporary assignments/secondments		16%	14%	15%
Geographic location considerations		12%	9%	25%
The application/recruitment process is too cumbersome or time consuming		12%	13%	22%
Other		12%	10%	9%
Insufficient training and development		10%	13%	15%
Lack of support from my manager/supervisor		5%	8%	13%
Lack of required capabilities or experience		5%	9%	11%

% are calculated with the number of unique respondents (N = 97 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		23%	14%	27%
No		64%	66%	56%
Don't know		13%	20%	17%

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

Yes		59%	69%	65%
No		41%	31%	32%
Don't know		0%	-	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		29%	18%	33%
No		58%	72%	57%
Don't know		13%	10%	10%

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

Yes		12%	11%	18%
No		87%	83%	75%
Don't know		1%	6%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

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
A fellow worker at your level		36%	8%	27%
Your immediate manager/supervisor		27%	17%	23%
A senior manager		18%	50%	21%
A subordinate		9%	-	7%
Prefer not to say		9%	25%	13%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%
Other		0%	-	5%



## 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		3%	-	4%
No		97%	97%	94%
Don't know		0%	3%	2%

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

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

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		37%
Female		61%
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		2%
25-29		2%
30-34	■	15%
35-39	■	8%
40-44	■	16%
45-49	■	23%
50-54	■	17%
55-59	■	12%
60-64		2%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

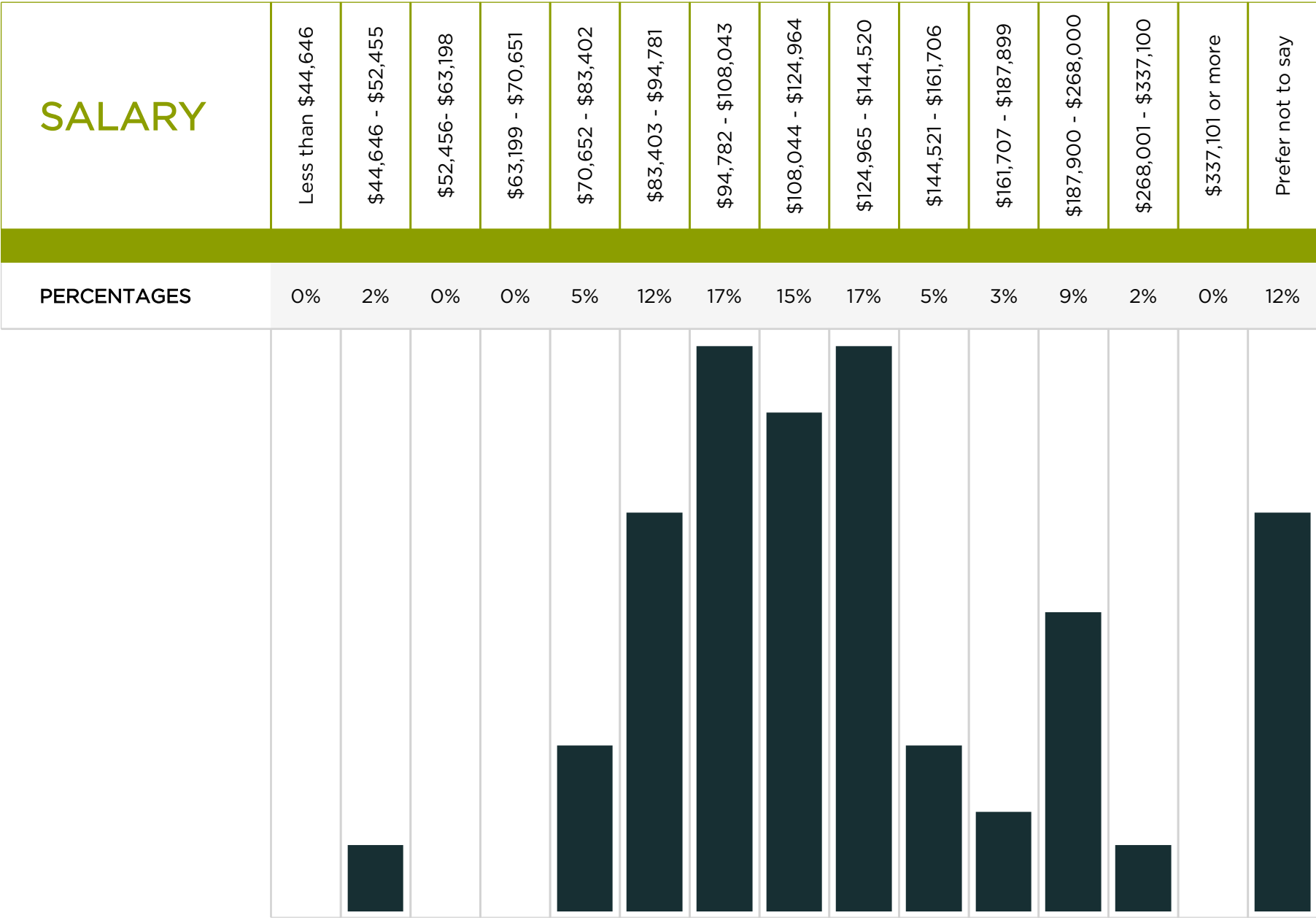
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	13%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	3%
Administrative support (e.g. executive/personal assistant, receptionist)	4%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	35%
Policy	8%
Research	0%
Program and project management support	11%
Legal (including developing and/or reviewing legislation)	8%
Other	18%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		20%
1 - 2 years		29%
2 - 5 years		31%
5 - 10 years		15%
10 - 20 years		4%
More than 20 years		0%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		81%
Working from home		37%
Working additional hours to make up for time off		30%
Working more hours over fewer days		15%
Working from different locations		9%
None of the above		9%
Leave without pay		7%

% are calculated with the number of unique respondents (N = 94 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Part-time work	6%
Study leave	6%
Other	3%
Flexible scheduling for rostered workers	1%
Job sharing	1%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 94 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%

	NSW Electoral Commission	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>99</b>	<b>12</b>	<b>3</b>	<b>4</b>	<b>32</b>	<b>7</b>	<b>0</b>	<b>10</b>	<b>7</b>	<b>16</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	84%	(r)	(r)	(r)	93%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	57%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	72%	(r)	(r)	(r)	73%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	(r)	(r)	(r)	84%	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
<b>NUMBER OF RESPONDENTS</b>	99	0	2	0	0	5	11	16	14	16	5	3	8	2
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>99</b>	<b>0</b>	<b>11</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)
COMMUNICATION	72%	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>99</b>	<b>19</b>	<b>27</b>	<b>29</b>	<b>14</b>	<b>4</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
<b>NUMBER OF RESPONDENTS</b>	99	76	14	28	1	6	1	8	35	0	7	6	3	8
<b>EMPLOYEE ENGAGEMENT</b>	73%	72%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	84%	84%	(r)	(r)	(r)	(r)	(r)	(r)	90%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	57%	56%	(r)	(r)	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	72%	70%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	72%	70%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	78%	79%	(r)	(r)	(r)	(r)	(r)	(r)	84%	(r)	(r)	(r)	(r)	(r)

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - North Sydney and Hornsby	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray
NUMBER OF RESPONDENTS	99	87	0	86	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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





## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	99	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Electoral Commission	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	99	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(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%

	NSW Electoral Commission	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	99	1	2	2	14	7	15	21	16	11	2	1
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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%

	NSW Electoral Commission	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>99</b>	<b>35</b>	<b>57</b>	<b>2</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	75%	75%	(r)
ENGAGEMENT WITH WORK	84%	86%	85%	(r)
SENIOR MANAGERS	57%	60%	58%	(r)
COMMUNICATION	72%	76%	71%	(r)
HIGH PERFORMANCE	72%	76%	72%	(r)
PUBLIC SECTOR VALUES	71%	74%	72%	(r)
DIVERSITY & INCLUSION	78%	77%	80%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

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

## **i** PRIVACY

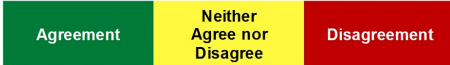
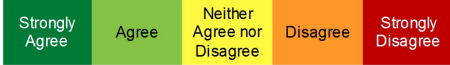
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

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

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT METHODOLOGY

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