



2019 | NSW Public Sector  
Employee Survey

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DEPARTMENT REPORT

Treasury

NSW Treasury



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## RESPONSE RATE

# 87%

554 OF 636 RESPONDENTS

RESPONSE RATE 2018: 94%

## EMPLOYEE ENGAGEMENT

# 68%

DIFFERENCE FROM 2018 -1 (69%)

DIFFERENCE FROM CLUSTER -2 (70%)

DIFFERENCE FROM PUBLIC SECTOR +2 (66%)

## ENGAGEMENT WITH WORK

# 75% -

DIFFERENCE FROM 2018 0 (75%)

DIFFERENCE FROM CLUSTER 0 (75%)

DIFFERENCE FROM PUBLIC SECTOR +2 (73%)

## SENIOR MANAGERS

# 56%

DIFFERENCE FROM 2018 -4 (60%)

DIFFERENCE FROM CLUSTER -1 (58%)

DIFFERENCE FROM PUBLIC SECTOR +6 (50%)

## COMMUNICATION

# 72%

DIFFERENCE FROM 2018 -1 (72%)

DIFFERENCE FROM CLUSTER -1 (72%)

DIFFERENCE FROM PUBLIC SECTOR +9 (62%)

## HIGH PERFORMANCE

# 71%

DIFFERENCE FROM 2018 -1 (72%)

DIFFERENCE FROM CLUSTER 0 (70%)

DIFFERENCE FROM PUBLIC SECTOR +6 (65%)

## PUBLIC SECTOR VALUES

# 70%

DIFFERENCE FROM 2018 -2 (72%)

DIFFERENCE FROM CLUSTER -1 (71%)

DIFFERENCE FROM PUBLIC SECTOR +7 (62%)

## DIVERSITY & INCLUSION

# 79% -

DIFFERENCE FROM 2018 0 (79%)

DIFFERENCE FROM CLUSTER -1 (80%)

DIFFERENCE FROM PUBLIC SECTOR +10 (69%)

## FLEXIBLE WORKING SATISFACTION

# 84%

DIFFERENCE FROM 2018 +4 (81%)

DIFFERENCE FROM CLUSTER +3 (81%)

DIFFERENCE FROM PUBLIC SECTOR +25 (59%)

## ACTION ON RESULTS

# 53%

DIFFERENCE FROM 2018 -2 (55%)

DIFFERENCE FROM CLUSTER -1 (54%)

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
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	89%	90%
2e. People in my workgroup treat each other with respect	87%	86%
8e. My manager supports flexible working in my team	87%	85%
2b. My workgroup works collaboratively to achieve its objectives	86%	86%
2c. I receive help and support from other members of my workgroup	86%	87%
5b. My manager listens to what I have to say	85%	84%
1a. I understand what is expected of me to do well in my role	85%	84%
5d. My manager encourages and values employee input	85%	83%
5a. My manager encourages people in my workgroup to keep improving the work they do	84%	84%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	40%	40%
7g. I have confidence in the way recruitment decisions are made	41%	40%
11a. I have confidence in the ways my organisation resolves grievances	44%	44%
3g. I am satisfied with the opportunities available for career development in my organisation	48%	48%
6h. I feel that senior managers listen to employees	49%	55%
6b. I feel that senior managers effectively lead and manage change	50%	53%
10a. I believe action will be taken on the results from this survey by my organisation	53%	55%
5h. My manager deals appropriately with employees who perform poorly	54%	53%
6c. I feel that senior managers model the values of my organisation	54%	58%
3e. My performance is assessed against clear criteria	54%	56%



### 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
8d. How satisfied are you with your ability to access and use flexible working arrangements?	84%	81%
5e. My manager involves my workgroup in decisions about our work	82%	78%
4a. I am paid fairly for the work I do	70%	67%
7d. There is good co-operation between teams across our organisation	64%	61%
8e. My manager supports flexible working in my team	87%	85%
5g. My manager provides acknowledgement or other recognition for the work I do	82%	80%
5d. My manager encourages and values employee input	85%	83%
1d. I feel motivated to contribute more than what is normally required at work	78%	76%
5b. My manager listens to what I have to say	85%	84%
1a. I understand what is expected of me to do well in my role	85%	84%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6e. Senior managers promote collaboration between my organisation and other organisations we work with	66%	73%
6h. I feel that senior managers listen to employees	49%	55%
7f. My organisation is committed to developing its employees	57%	62%
6g. I feel that senior managers keep employees informed about what's going on	55%	60%
1g. I know how to address a health and safety issue I have identified	75%	80%
6i. Senior managers in my organisation support the career advancement of women	65%	69%
7a. My organisation focuses on improving the work we do	71%	76%
6c. I feel that senior managers model the values of my organisation	54%	58%
7b. My organisation is making the necessary improvements to meet our future challenges	57%	61%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	74%	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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



**Q3g.** I am satisfied with the opportunities available for career development in my organisation



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



**Q3g.** I am satisfied with the opportunities available for career development in my organisation



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q5h.** My manager deals appropriately with employees who perform poorly



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



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



**Q3g.** I am satisfied with the opportunities available for career development in my organisation



## 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: 554

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	49	Senior Executive (ongoing/permanent or term)	16	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3
Female	48	Ongoing/Permanent (other than senior executive)	70	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4
Other	3	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	5
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	27
		Contract – Non Executive	7	Policy	34
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	3	Research	5
		Other	1	Program and project management support	6
		Don't know	0	Legal (including developing and/or reviewing legislation)	1
				Other	14
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	38	Yes	14	Less than 1 year	23
35 - 54 years	50	No	86	1 - 2 years	16
55+ years	11			2 - 5 years	34
		Supervisors	Survey %	5 - 10 years	14
		Yes	40	10 - 20 years	10
		No	60	More than 20 years	2
		Working arrangement	Survey %		
		Full-time	93	Salary	Survey %
		Part-time	7	\$83,402 and below	9
				\$83,403 - \$108,043	22
				\$108,044 - \$144,520	35
				\$144,521 and above	24
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	32				
No	60				
Prefer not to say	8				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	1				
No	93				
Prefer not to say	6				
Disability	Survey %				
Yes	2				
No	94				
Prefer not to say	4				
LGBTI	Survey %				
Yes	5				
No	89				
Prefer not to say	6				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

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

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

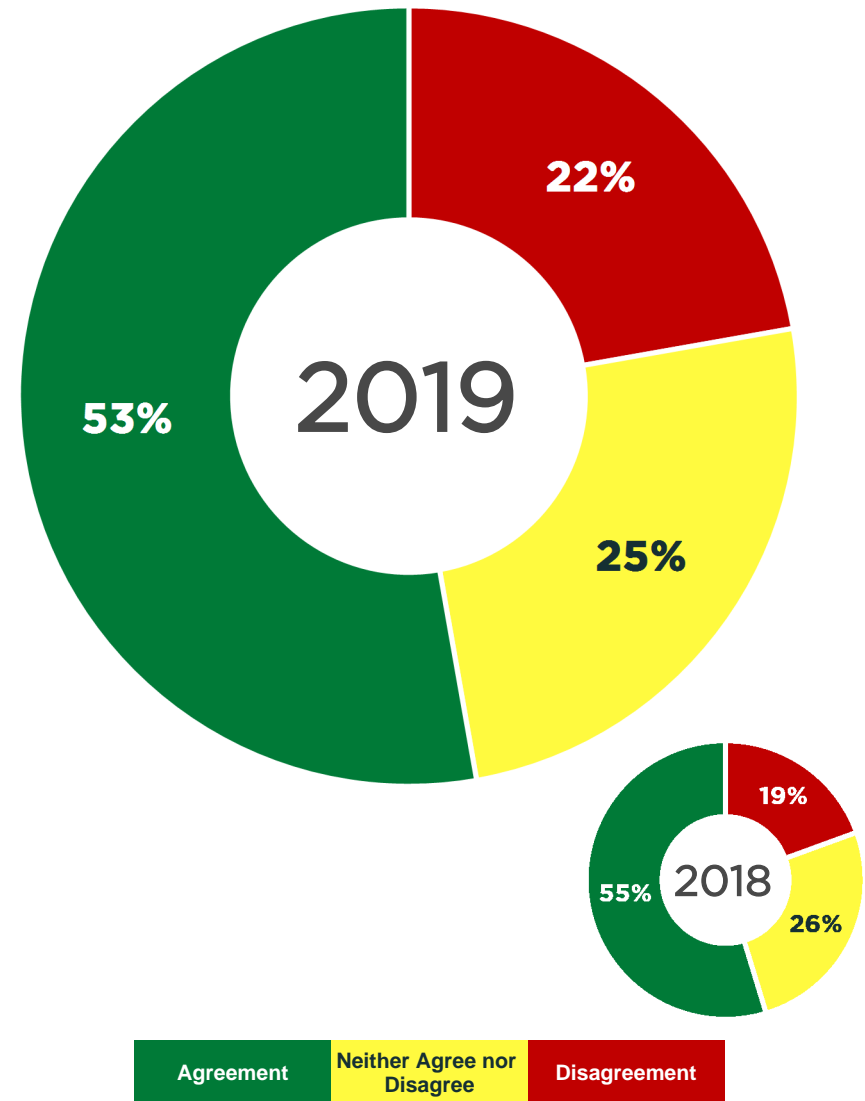
Results are rounded and may not add up to 100%

# 53%

of employees replied favourably to:

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

<b>39%</b>	<b>54%</b>	<b>55%</b>
SECTOR	CLUSTER	2018





# KEY DRIVERS OF ENGAGEMENT



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

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

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

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

## RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>57%</b>	61%	64%	57%
<b>2</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>57%</b>	62%	61%	53%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>54%</b>	58%	58%	52%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>71%</b>	76%	77%	69%
<b>5</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>58%</b>	59%	59%	51%
<b>6</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>50%</b>	53%	50%	47%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Treasury

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

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

	NSW Treasury	Commercial, Commissioning & Procurement	Economic Strategy & Productivity	Employee Relations	Finance and Operations	Human Resources	Information Technology	Office of the Secretary and Leadership Team	Policy & Budget
NUMBER OF RESPONDENTS	554	96	71	44	96	15	23	35	163
EMPLOYEE ENGAGEMENT	68%	72%	61%	64%	63%	63%	74%	74%	69%
ENGAGEMENT WITH WORK	75%	79%	75%	74%	65%	80%	90%	81%	76%
SENIOR MANAGERS	56%	70%	43%	43%	49%	60%	75%	59%	58%
COMMUNICATION	72%	78%	68%	62%	65%	72%	86%	71%	74%
HIGH PERFORMANCE	71%	77%	65%	61%	64%	70%	77%	77%	73%
PUBLIC SECTOR VALUES	70%	79%	64%	58%	65%	67%	80%	71%	73%
DIVERSITY & INCLUSION	79%	85%	77%	77%	74%	77%	86%	75%	81%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE FULL RESULTS

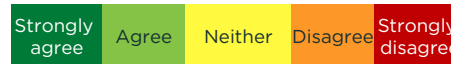
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	21	48	18	8	70%	69%	72%	62%
Q7j. I am proud to tell others I work for my organisation	30	45	18		74%	75%	74%	70%
Q7k. I feel a strong personal attachment to my organisation	20	41	26	8	61%	62%	63%	64%
Q7l. My organisation motivates me to help it achieve its objectives	18	43	24	10	61%	64%	65%	56%
Q7m. My organisation inspires me to do the best in my job	18	42	25	9	60%	63%	64%	56%

KEY





## EXPLORE THE FULL RESULTS

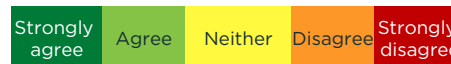
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Results are rounded and may not add up to 100%

ENGAGEMENT WITH WORK	75% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment	27	49	14	7	76%	77%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	47	12	8	78%	76%	78%	72%
Q1e. I am satisfied with my job	21	50	18	8	71%	72%	71%	69%

### KEY





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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%

SENIOR MANAGERS	56% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	43	21	15		58%	59%	59%	51%
Q6b. I feel that senior managers effectively lead and manage change	13	37	23	18	9	50%	53%	50%	47%
Q6c. I feel that senior managers model the values of my organisation	16	39	25	13	7	54%	58%	58%	52%
Q6d. Senior managers encourage innovation by employees	15	41	26	13		56%	59%	58%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	45	21	8		66%	73%	62%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	49	13			77%	80%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	21	14	10	55%	60%	59%	48%
Q6h. I feel that senior managers listen to employees	14	36	25	17	8	49%	55%	53%	44%
Q7c. I feel that change is managed well in my organisation	10	31	27	20	12	40%	40%	43%	42%

KEY





## EXPLORE THE FULL RESULTS

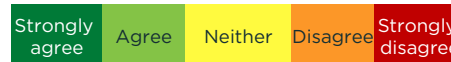
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COMMUNICATION	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	36	43	11	8	79%	78%	79%	72%	
Q5d. My manager encourages and values employee input	41	44	9		85%	83%	83%	73%	
Q5e. My manager involves my workgroup in decisions about our work	35	46	9		82%	78%	79%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	21	14	10	55%	60%	59%	48%
Q6h. I feel that senior managers listen to employees	14	36	25	17	8	49%	55%	53%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	50	11			80%	80%	81%	69%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	71% 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	31	54	8	85%	84%	85%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	44	43	7	86%	86%	84%	79%	
Q3f. I have received appropriate training and development to do my job well	14	45	23	13	59%	61%	60%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	49	10	84%	84%	83%	75%	
Q5f. I have confidence in the decisions my manager makes	37	44	12	81%	80%	79%	69%	
Q6d. Senior managers encourage innovation by employees	15	41	26	13	56%	59%	58%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	21	45	21	8	66%	73%	62%	53%
Q7a. My organisation focuses on improving the work we do	20	52	17	8	71%	76%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	42	26	12	57%	61%	64%	57%

KEY



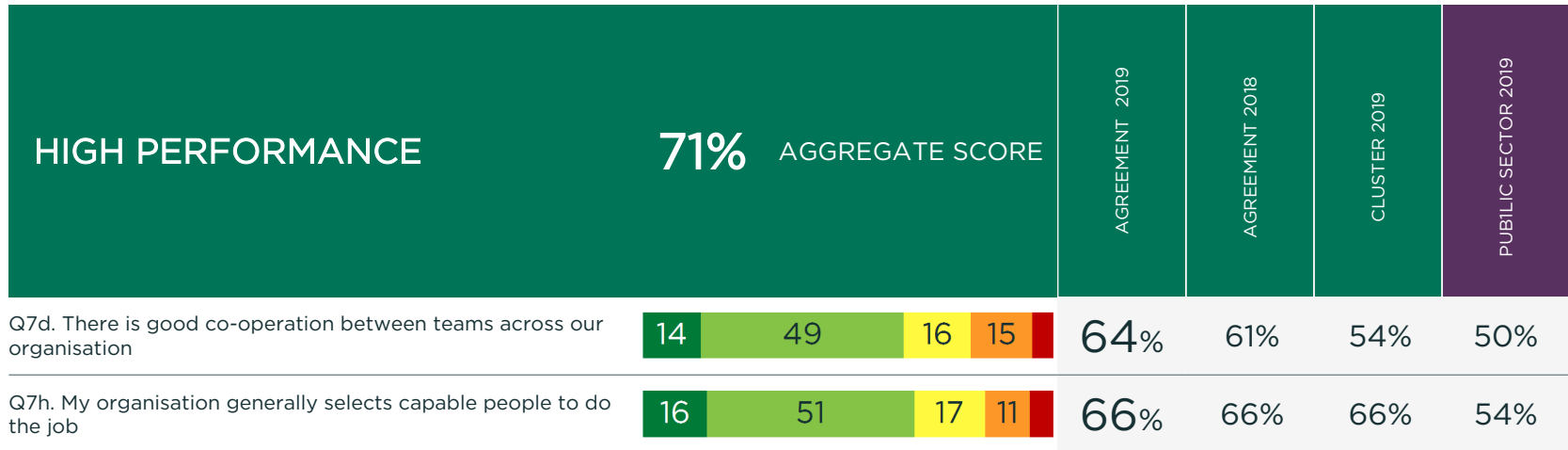


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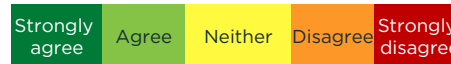
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY







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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	70% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	47	42	8	89%	90%	90%	86%	
Q2e. People in my workgroup treat each other with respect	45	42	7	87%	86%	86%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	49	10	84%	84%	83%	75%		
Q5b. My manager listens to what I have to say	42	44	9	85%	84%	85%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	43	21	15	58%	59%	59%	51%	
Q6c. I feel that senior managers model the values of my organisation	16	39	25	13	7	54%	58%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	49	13		77%	80%	77%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	21	14	10	55%	60%	59%	48%
Q6h. I feel that senior managers listen to employees	14	36	25	17	8	49%	55%	53%	44%

KEY



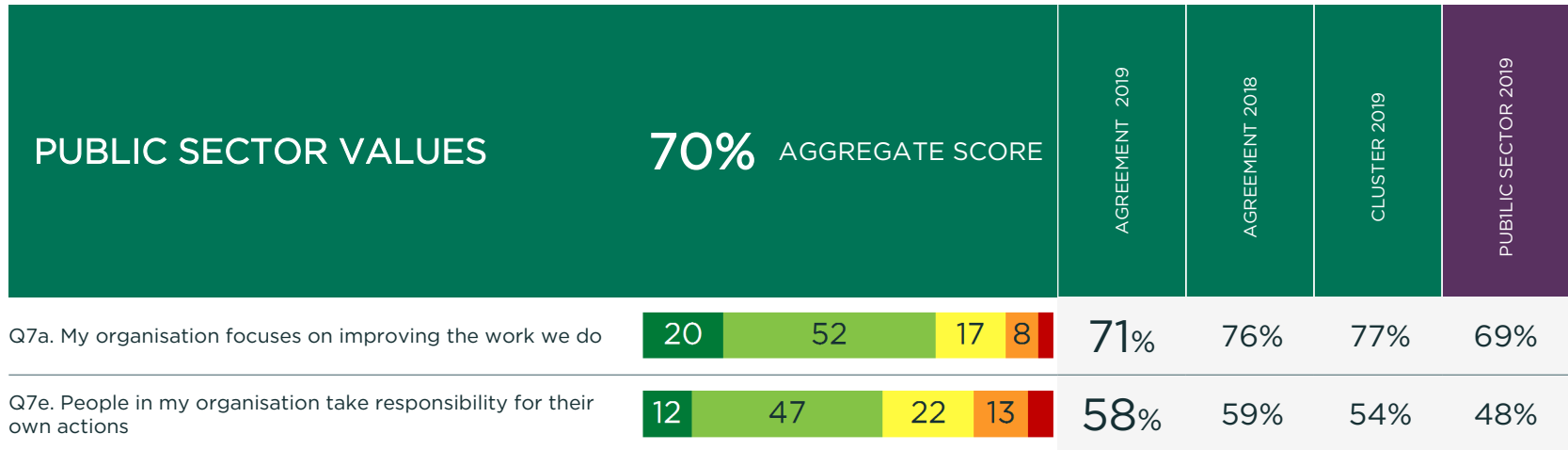


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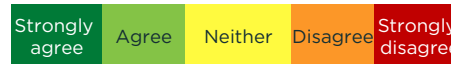
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Results are rounded and may not add up to 100%



### KEY





## EXPLORE THE FULL RESULTS

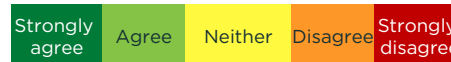
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DIVERSITY & INCLUSION	79% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	22	51	14	9	74%	73%	74%	67%
Q5b. My manager listens to what I have to say	42	44	9		85%	84%	85%	76%
Q5d. My manager encourages and values employee input	41	44	9		85%	83%	83%	73%
Q6i. Senior managers in my organisation support the career advancement of women	23	41	26		65%	69%	66%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	49	11		81%	81%	86%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	33	41	13	9	74%	78%	83%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	30	50	11		80%	80%	81%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	43	41	8		84%	81%	81%	59%
Q8e. My manager supports flexible working in my team	52	34	8		87%	85%	85%	63%

KEY



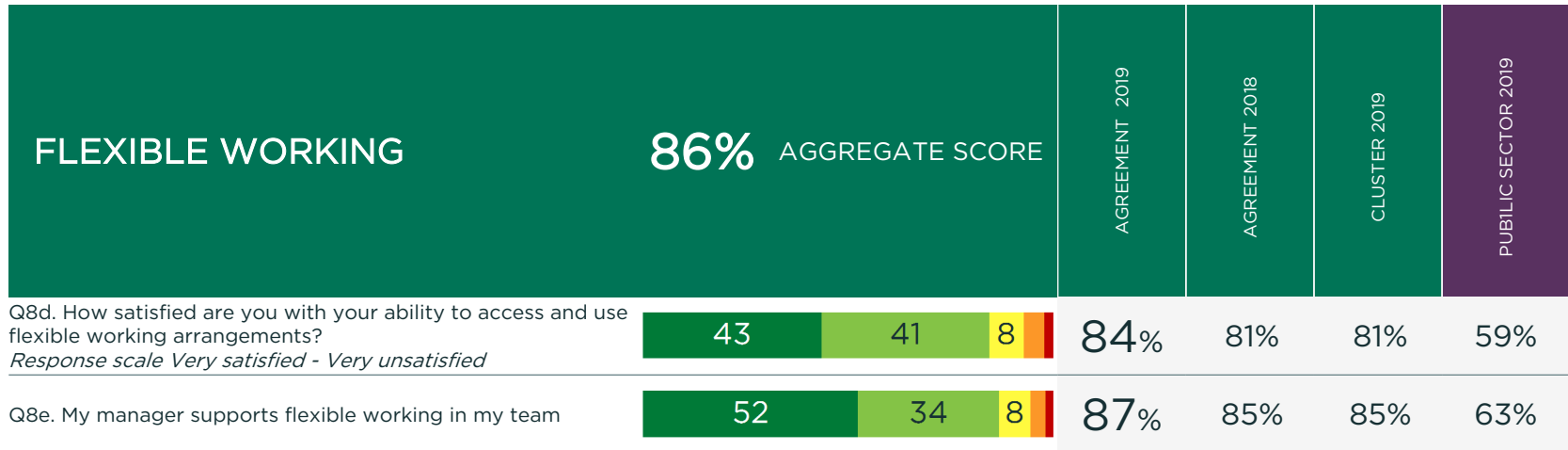


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



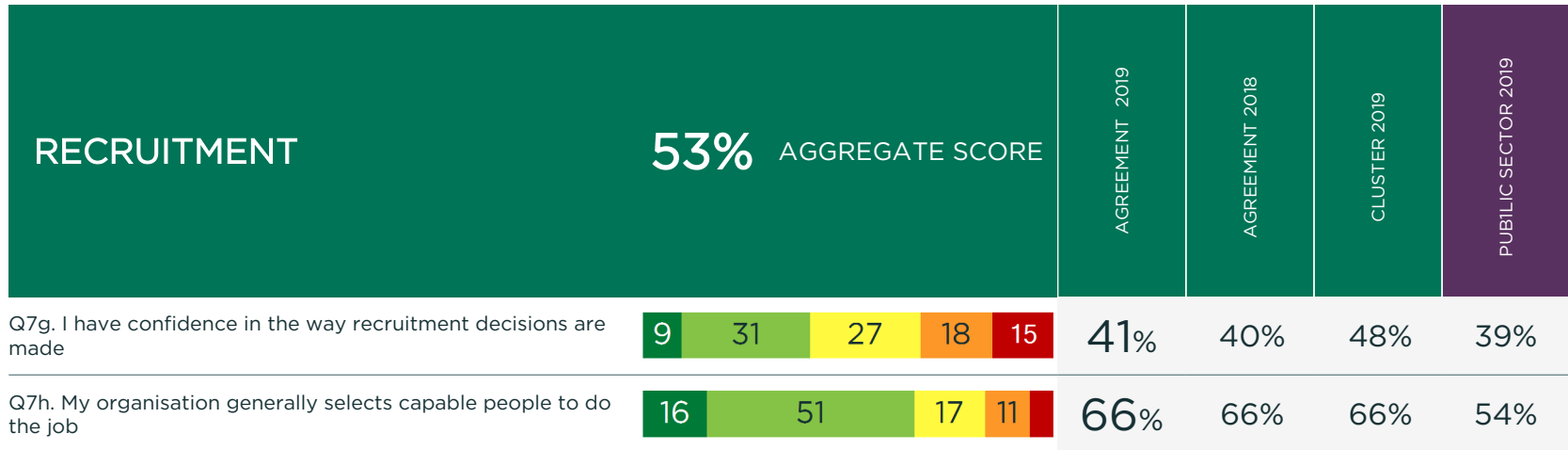


## EXPLORE THE FULL RESULTS

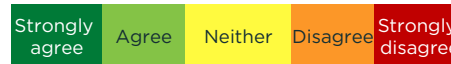
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KEY





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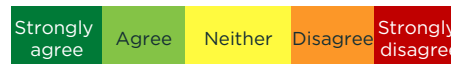
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**62%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	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		73%	74%	72%	66%
Q3e. My performance is assessed against clear criteria		54%	56%	52%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		48%	48%	51%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		82%	80%	80%	69%
Q5h. My manager deals appropriately with employees who perform poorly		54%	53%	55%	48%
Q7f. My organisation is committed to developing its employees		57%	62%	61%	53%

KEY





## EXPLORE THE FULL RESULTS

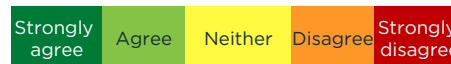
Questions are grouped by topics in this report.

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WORKPLACE SUPPORT	78% 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	22	51	14	9	74%	73%	74%	67%
Q1f. I am able to keep my work stress at an acceptable level	21	50	14	12	70%	72%	71%	61%
Q2c. I receive help and support from other members of my workgroup	43	43	9		86%	87%	86%	81%
Q2d. There is good team spirit in my workgroup	44	39	8		83%	82%	81%	70%

### KEY



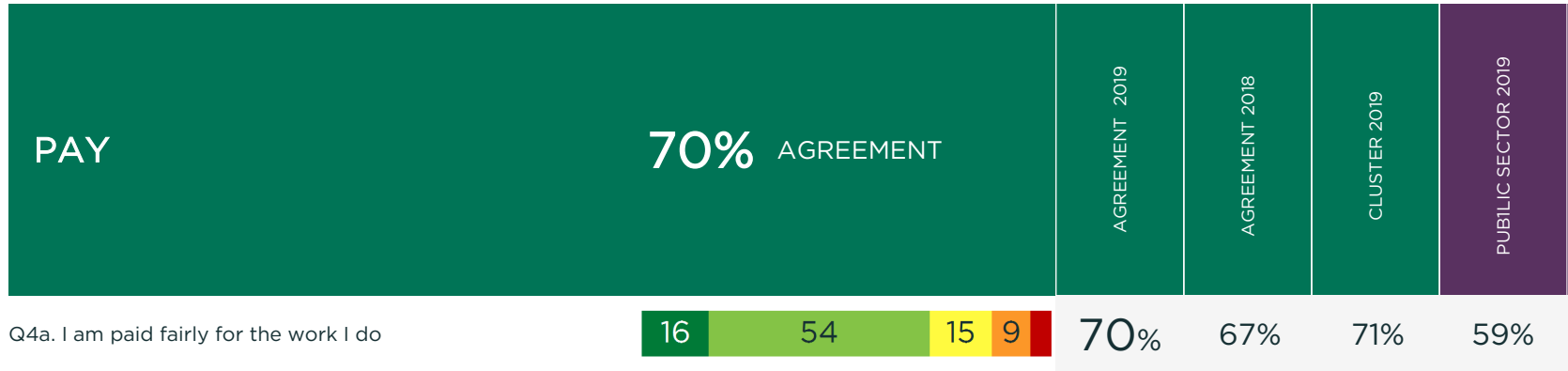


## EXPLORE THE FULL RESULTS

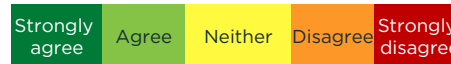
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Results are rounded and may not add up to 100%



KEY





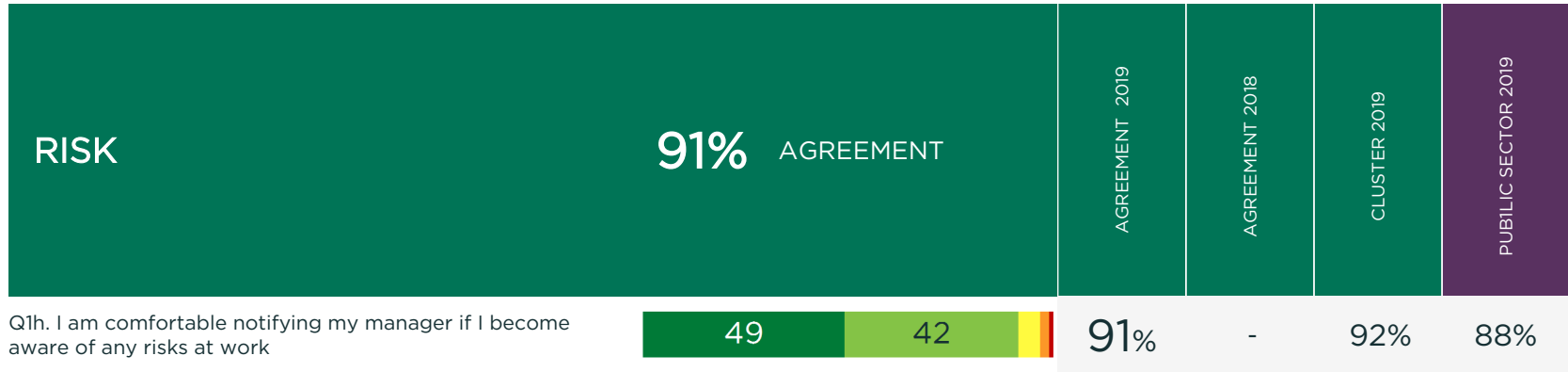


## EXPLORE THE FULL RESULTS

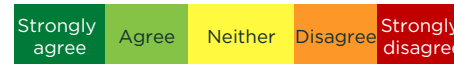
Questions are grouped by topics in this report.

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



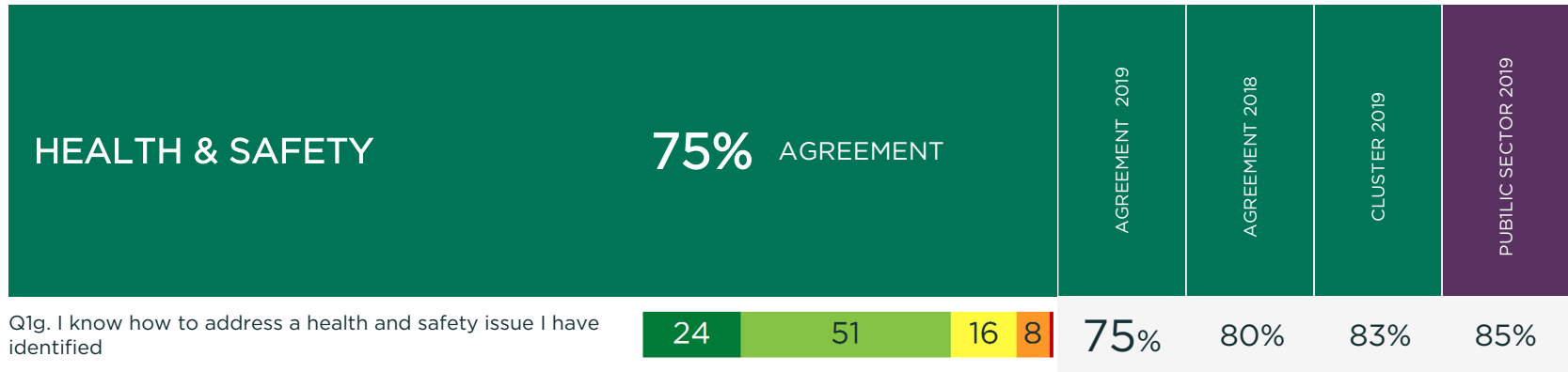


## EXPLORE THE FULL RESULTS

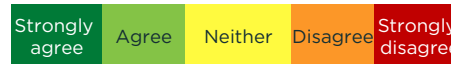
Questions are grouped by topics in this report.

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

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%

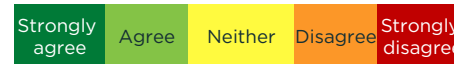
## ACTION ON RESULTS

**53%** AGREEMENT

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



KEY



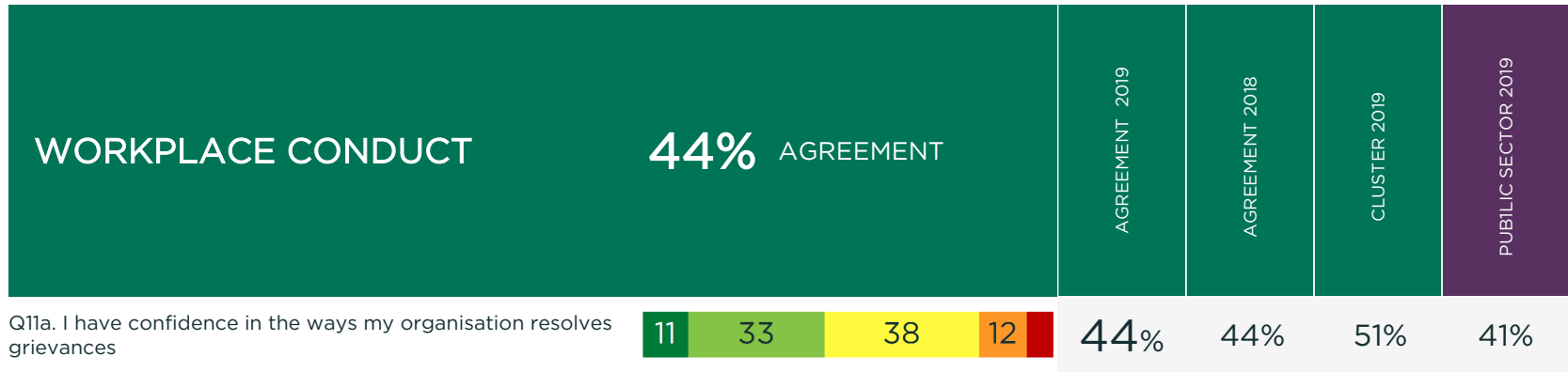


## EXPLORE THE FULL RESULTS

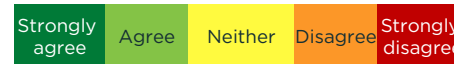
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



## WELLBEING AND ENGAGEMENT



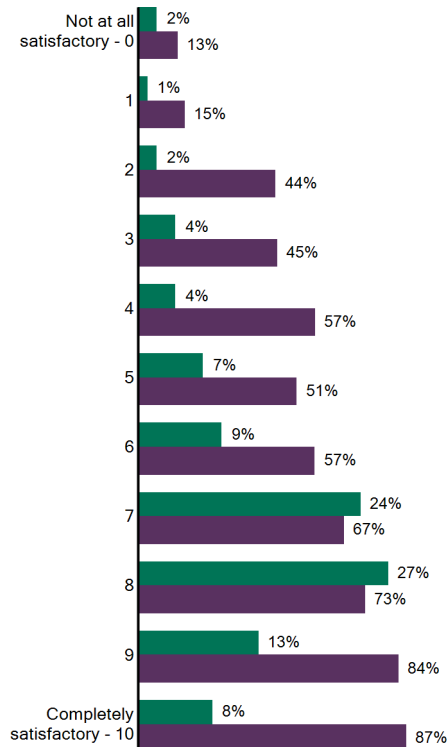
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

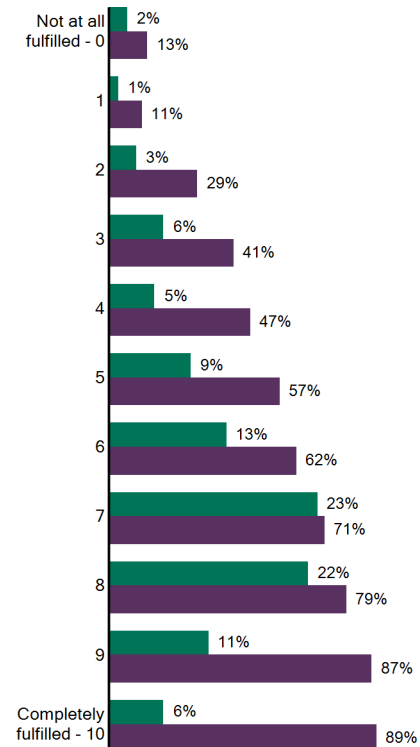
This compares Wellbeing to Engagement.

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



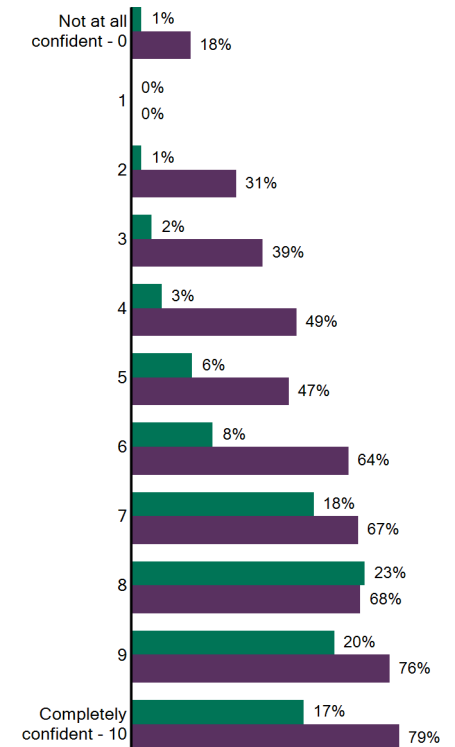
Proportion of respondents answering each response option

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



Employee engagement score

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





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		76%	81%	64%	71%
No		24%	19%	36%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		81%	83%	83%	76%
No		19%	17%	17%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		72%	76%	73%	60%
No		28%	24%	27%	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%	54%	36%	41%
No		51%	46%	64%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of promotion opportunities		36%	36%	32%	28%
Lack of visible opportunities		34%	36%	32%	29%
There are no major barriers to my career progression		33%	34%	37%	29%
The application/recruitment process is too cumbersome or time consuming		25%	28%	13%	22%
Personal/family considerations		21%	18%	17%	29%
Insufficient training and development		14%	13%	11%	15%
Lack of support for temporary assignments/secondments		14%	14%	10%	15%
Geographic location considerations		13%	11%	12%	25%
Lack of required capabilities or experience		11%	11%	10%	11%
Lack of support from my manager/supervisor		10%	11%	8%	13%
Other		8%	7%	8%	9%

% are calculated with the number of unique respondents (N = 538 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
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		11%	8%	13%	27%
No		75%	77%	70%	56%
Don't know		14%	15%	17%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		44%	45%	56%	65%
No		51%	55%	39%	32%
Don't know		5%	-	5%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		16%	15%	17%	33%
No		73%	75%	73%	57%
Don't know		11%	11%	10%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		6%	6%	8%	18%
No		87%	86%	85%	75%
Don't know		7%	8%	6%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		35%	37%	30%	21%
A fellow worker at your level		24%	19%	27%	27%
Your immediate manager/supervisor		18%	19%	24%	23%
Prefer not to say		18%	19%	12%	13%
Other		6%	-	4%	5%
A subordinate		0%	4%	4%	7%
A client or customer		0%	4%	0%	3%
A member of the public other than a client or customer		0%	-	0%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	1%	1%	1%	4%
No	97%	98%	97%	94%
Don't know	2%	1%	2%	2%

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

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

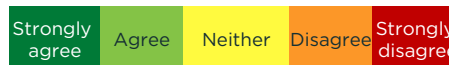
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

## TREASURY CUSTOMISED QUESTIONS

					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	
Q1. I have a clear understanding how my work contributes to the strategic plan and goals	21	56	14		77%	-	80%	
Q3. My manager actively supports a team of highly capable and engaged people, sought after for the quality of their advice	33	48	11		82%	-	81%	
Q4. I am satisfied with the onboarding experience (this includes pre - employment offer of employment, new starter welcome and communication with my hiring manager and	9	28	33	17	12	37%	-	49%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q2.** I am not surprised by the feedback offered in my performance and development discussions with my manager

		2019	CLUSTER 2019
Always		29%	29%
Often		36%	34%
Sometimes		19%	19%
Rarely		13%	13%
Never		4%	4%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q5.** In the past 12 months, what made the greatest difference to your career development

		2019	CLUSTER 2019
Attending a development program or workshop		9%	10%
Discussions with my manager		10%	12%
Formal or informal coaching		4%	6%
Stretch opportunities within my current role		13%	13%
Critical experiences		6%	5%
On-the-job experience		36%	36%
Exposure to other teams and departments		13%	11%
Networking opportunities		4%	4%
Formal or informal mentoring		5%	3%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY CUSTOMISED QUESTIONS

2019

CLUSTER 2019

**Q6.** When completing this survey, I believed the term 'Senior Managers' referred to the following people:

		2019	CLUSTER 2019
Treasury Secretary/Deputy Secretaries		31%	22%
Chief Executive and their team		2%	14%
Senior Executives		16%	17%
Executive Directors		15%	10%
Directors / General Managers		10%	11%
The managers above my manager		27%	27%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		49%
Female		48%
Other		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		3%
25-29		16%
30-34		19%
35-39		18%
40-44		13%
45-49		11%
50-54		9%
55-59		6%
60-64		5%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

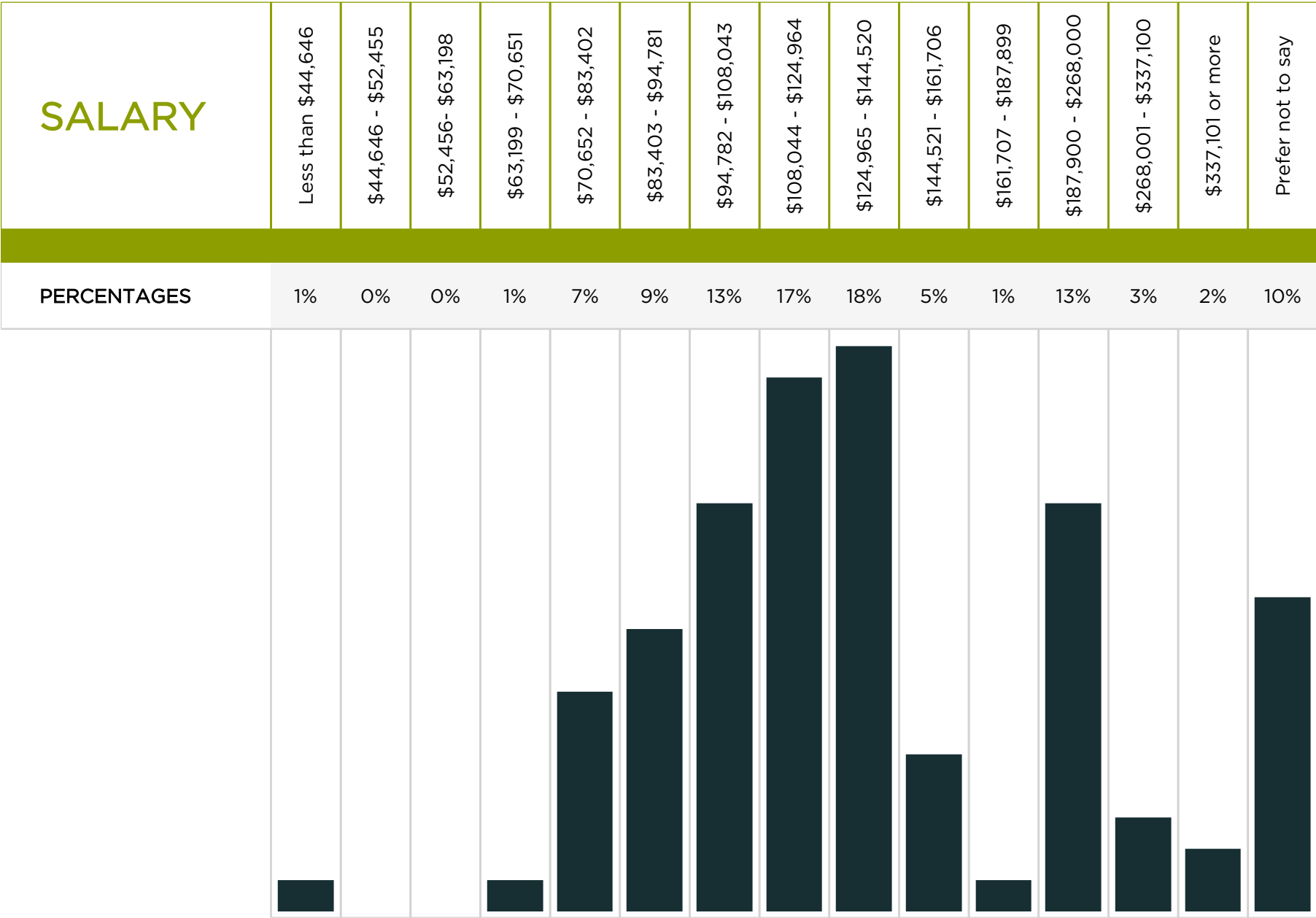
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	3%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	5%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	27%
Policy	34%
Research	5%
Program and project management support	6%
Legal (including developing and/or reviewing legislation)	1%
Other	14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		23%
1 - 2 years		16%
2 - 5 years		34%
5 - 10 years		14%
10 - 20 years		10%
More than 20 years		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Working from home		75%
Flexible start and finish times		72%
Working from different locations		20%
Working additional hours to make up for time off		18%
Working more hours over fewer days		8%
Part-time work		7%
Leave without pay		7%

% are calculated with the number of unique respondents (N = 535 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>		
Study leave		7%
None of the above		6%
Flexible scheduling for rostered workers		2%
Other		2%
Purchasing annual leave		1%
Job sharing		1%

% are calculated with the number of unique respondents (N = 535 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 Treasury	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	554	14	22	29	145	182	29	34	4	77
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	69%	66%	(r)	73%	(r)	64%
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	76%	77%	(r)	77%	(r)	73%
SENIOR MANAGERS	56%	(r)	(r)	(r)	58%	58%	(r)	64%	(r)	54%
COMMUNICATION	72%	(r)	(r)	(r)	71%	74%	(r)	82%	(r)	70%
HIGH PERFORMANCE	71%	(r)	(r)	(r)	71%	71%	(r)	78%	(r)	71%
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	70%	72%	(r)	77%	(r)	68%
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	79%	81%	(r)	83%	(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%

	NSW Treasury	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	554	5	1	1	6	37	50	67	90	93	24	5	71	17
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	71%	65%	64%	69%	64%	(r)	(r)	69%	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	75%	68%	68%	78%	72%	(r)	(r)	83%	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	59%	47%	43%	56%	53%	(r)	(r)	69%	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	73%	62%	62%	73%	69%	(r)	(r)	81%	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	71%	64%	63%	70%	67%	(r)	(r)	81%	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	73%	63%	59%	70%	67%	(r)	(r)	80%	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	81%	74%	71%	79%	78%	(r)	(r)	86%	(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 Treasury	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>554</b>	<b>9</b>	<b>53</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	64%
ENGAGEMENT WITH WORK	75%	(r)	75%
SENIOR MANAGERS	56%	(r)	54%
COMMUNICATION	72%	(r)	72%
HIGH PERFORMANCE	71%	(r)	68%
PUBLIC SECTOR VALUES	70%	(r)	67%
DIVERSITY & INCLUSION	79%	(r)	81%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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 Treasury	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>	554	124	86	177	75	54	12
<b>EMPLOYEE ENGAGEMENT</b>	68%	77%	68%	63%	65%	66%	(r)
<b>ENGAGEMENT WITH WORK</b>	75%	85%	75%	72%	72%	75%	(r)
<b>SENIOR MANAGERS</b>	56%	75%	57%	51%	46%	53%	(r)
<b>COMMUNICATION</b>	72%	85%	73%	67%	67%	66%	(r)
<b>HIGH PERFORMANCE</b>	71%	81%	70%	68%	64%	69%	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	83%	69%	66%	64%	67%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	79%	89%	79%	77%	75%	77%	(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%

	NSW Treasury	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	554	385	42	98	13	38	3	108	402	5	36	35	11	34
EMPLOYEE ENGAGEMENT	68%	67%	75%	69%	(r)	68%	(r)	70%	68%	(r)	66%	72%	(r)	71%
ENGAGEMENT WITH WORK	75%	76%	82%	78%	(r)	75%	(r)	79%	77%	(r)	82%	76%	(r)	77%
SENIOR MANAGERS	56%	58%	67%	58%	(r)	57%	(r)	61%	56%	(r)	69%	55%	(r)	62%
COMMUNICATION	72%	73%	80%	73%	(r)	72%	(r)	74%	72%	(r)	84%	70%	(r)	75%
HIGH PERFORMANCE	71%	72%	74%	70%	(r)	72%	(r)	75%	71%	(r)	77%	72%	(r)	71%
PUBLIC SECTOR VALUES	70%	71%	78%	71%	(r)	69%	(r)	73%	70%	(r)	81%	70%	(r)	72%
DIVERSITY & INCLUSION	79%	81%	83%	83%	(r)	81%	(r)	84%	80%	(r)	89%	81%	(r)	77%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Treasury	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - North Sydney and Hornsby	Sydney - Baukham Hills and Hawkesbury	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Inner South West	Sydney - Inner West	Sydney - Outer South West	Capital Region	Central Coast	Central West
NUMBER OF RESPONDENTS	554	472	3	463	3	2	2	2	1	1	1	0	0	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Treasury	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Blacktown
NUMBER OF RESPONDENTS	554	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(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	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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 Treasury	Sydney - Eastern Suburbs	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>554</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	<b>68%</b>	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	56%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Treasury	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>	554	0	17	81	97	90	68	54	45	28	23	6
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	(r)	68%	64%	65%	68%	73%	73%	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	75%	(r)	(r)	74%	72%	72%	75%	82%	84%	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	56%	(r)	(r)	53%	51%	56%	59%	63%	66%	(r)	(r)	(r)
<b>COMMUNICATION</b>	72%	(r)	(r)	69%	66%	71%	73%	77%	77%	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	68%	67%	69%	72%	74%	77%	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	70%	(r)	(r)	69%	66%	68%	72%	73%	78%	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	79%	(r)	(r)	79%	74%	80%	79%	83%	83%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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CUT OFF LIMIT OF 30 RESPONDENTS



# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	NSW Treasury	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	554	256	254	15
<b>EMPLOYEE ENGAGEMENT</b>	68%	69%	67%	(r)
ENGAGEMENT WITH WORK	75%	77%	77%	(r)
SENIOR MANAGERS	56%	61%	56%	(r)
COMMUNICATION	72%	74%	71%	(r)
HIGH PERFORMANCE	71%	74%	70%	(r)
PUBLIC SECTOR VALUES	70%	74%	69%	(r)
DIVERSITY & INCLUSION	79%	82%	78%	(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

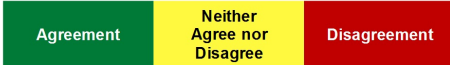
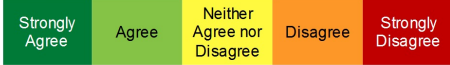
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.