



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Planning and Environment

Art Gallery NSW



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RESPONSE RATE

80%

243 OF 305 RESPONDENTS

RESPONSE RATE 2018: 54%

EMPLOYEE ENGAGEMENT

78%

DIFFERENCE FROM 2018 **+2**
(76%)

DIFFERENCE FROM CLUSTER **+9**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+12**
(66%)

ENGAGEMENT WITH WORK

81%

DIFFERENCE FROM 2018 **+6**
(75%)

DIFFERENCE FROM CLUSTER **+8**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(73%)

SENIOR MANAGERS

47%

DIFFERENCE FROM 2018 **+6**
(41%)

DIFFERENCE FROM CLUSTER **-5**
(51%)

DIFFERENCE FROM PUBLIC SECTOR **-3**
(50%)

COMMUNICATION

62%

DIFFERENCE FROM 2018 **+6**
(56%)

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

DIFFERENCE FROM PUBLIC SECTOR **-1**
(62%)

HIGH PERFORMANCE

63%

DIFFERENCE FROM 2018 **+2**
(62%)

DIFFERENCE FROM CLUSTER **-3**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **-1**
(65%)

PUBLIC SECTOR VALUES

63%

DIFFERENCE FROM 2018 **+4**
(59%)

DIFFERENCE FROM CLUSTER **-3**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(62%)

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM 2018 **+6**
(70%)

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

DIFFERENCE FROM PUBLIC SECTOR **+7**
(69%)

FLEXIBLE WORKING SATISFACTION

78%

DIFFERENCE FROM 2018 **+7**
(71%)

DIFFERENCE FROM CLUSTER **+6**
(72%)

DIFFERENCE FROM PUBLIC SECTOR **+19**
(59%)

ACTION ON RESULTS

38%

DIFFERENCE FROM 2018 **+7**
(31%)

DIFFERENCE FROM CLUSTER **-9**
(47%)

DIFFERENCE FROM PUBLIC SECTOR **-1**
(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
7j. I am proud to tell others I work for my organisation	93%	90%
2a. My workgroup strives to achieve customer/client satisfaction	91%	92%
7k. I feel a strong personal attachment to my organisation	90%	85%
1a. I understand what is expected of me to do well in my role	88%	87%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2c. I receive help and support from other members of my workgroup	85%	80%
2e. People in my workgroup treat each other with respect	85%	80%
1d. I feel motivated to contribute more than what is normally required at work	85%	81%
1c. My job gives me a feeling of personal accomplishment	84%	79%
2b. My workgroup works collaboratively to achieve its objectives	84%	80%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	33%	30%
3g. I am satisfied with the opportunities available for career development in my organisation	33%	38%
11a. I have confidence in the ways my organisation resolves grievances	34%	27%
6h. I feel that senior managers listen to employees	38%	29%
7f. My organisation is committed to developing its employees	38%	35%
7g. I have confidence in the way recruitment decisions are made	38%	32%
10a. I believe action will be taken on the results from this survey by my organisation	38%	31%
5h. My manager deals appropriately with employees who perform poorly	41%	37%
6b. I feel that senior managers effectively lead and manage change	42%	34%
3e. My performance is assessed against clear criteria	44%	45%



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
6g. I feel that senior managers keep employees informed about what's going on	48%	36%
8c. I am able to speak up and share a different view to my colleagues and manager	73%	61%
1e. I am satisfied with my job	75%	64%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	83%	73%
7h. My organisation generally selects capable people to do the job	69%	59%
4a. I am paid fairly for the work I do	70%	61%
1f. I am able to keep my work stress at an acceptable level	65%	56%
7m. My organisation inspires me to do the best in my job	76%	67%
6h. I feel that senior managers listen to employees	38%	29%
1b. I am provided with the support I need to do my best at work	69%	61%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3f. I have received appropriate training and development to do my job well	44%	50%
3g. I am satisfied with the opportunities available for career development in my organisation	33%	38%
5f. I have confidence in the decisions my manager makes	64%	67%
5g. My manager provides acknowledgement or other recognition for the work I do	74%	76%
7b. My organisation is making the necessary improvements to meet our future challenges	55%	57%
5e. My manager involves my workgroup in decisions about our work	67%	68%
7d. There is good co-operation between teams across our organisation	49%	51%
3e. My performance is assessed against clear criteria	44%	45%
7e. People in my organisation take responsibility for their own actions	48%	49%
2a. My workgroup strives to achieve customer/client satisfaction	91%	92%



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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7f. My organisation is committed to developing its employees



Q7e. People in my organisation take responsibility for their own actions



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7f. My organisation is committed to developing its employees



Q7e. People in my organisation take responsibility for their own actions



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



Q5h. My manager deals appropriately with employees who perform poorly



Q7f. My organisation is committed to developing its employees



Q7e. People in my organisation take responsibility for their own actions



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: 243

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	30	Senior Executive (ongoing/permanent or term)	3	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	24
Female	68	Ongoing/Permanent (other than senior executive)	59	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)	19
Other	2	Temporary (including temporary teachers and graduates)	6	Administrative support (e.g. executive/personal assistant, receptionist)	8
		Casual	13	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11
Age	Survey %	Contract – Non Executive	18	Policy	0
15 - 34 years	31	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	3
35 - 54 years	54	Other	0	Program and project management support	17
55+ years	14	Don't know	0	Legal (including developing and/or reviewing legislation)	0
				Other	18
LOTE spoken at home	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
Yes	20	Yes	9	Less than 1 year	15
No	79	No	91	1 - 2 years	12
Prefer not to say	1			2 - 5 years	26
		Supervisors	Survey %	5 - 10 years	16
Aboriginal and/or Torres Strait Islanders	Survey %	Yes	39	10 - 20 years	23
Yes	1	No	61	More than 20 years	8
No	97			Salary	Survey %
Prefer not to say	2	Working arrangement	Survey %	\$83,402 and below	42
		Full-time	67	\$83,403 - \$108,043	28
Disability	Survey %	Part-time	33	\$108,044 - \$144,520	19
Yes	5			\$144,521 and above	6
No	93			Prefer not to say	6
Prefer not to say	2				
LGBTI	Survey %				
Yes	10				
No	86				
Prefer not to say	4				

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%

38%

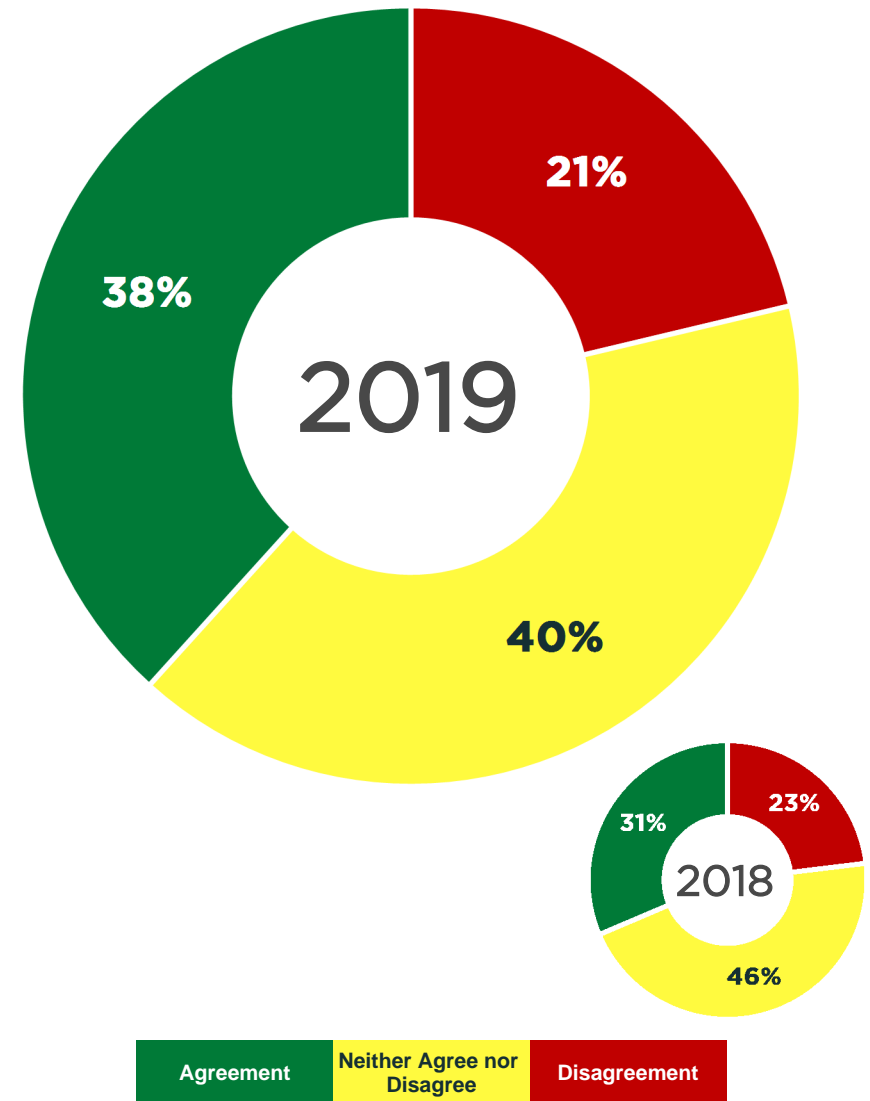
of employees replied favourably to:

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

39%
SECTOR

47%
CLUSTER

31%
2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	66%	65%	68%	69%
2	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	80%	82%	77%
3	Q6c. I feel that senior managers model the values of my organisation	49%	43%	54%	52%
4	Q6i. Senior managers in my organisation support the career advancement of women	59%	58%	69%	61%
5	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	83%	73%	79%	76%
6	Q7c. I feel that change is managed well in my organisation	33%	30%	35%	42%



EXPLORE THE FULL RESULTS

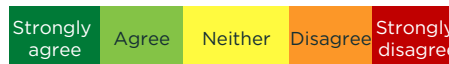
Questions are grouped by topics in this report.

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	78% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	27	49	19	76%	71%	68%	62%
Q7j. I am proud to tell others I work for my organisation	51	41	7	93%	90%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	47	42	7	90%	85%	69%	64%
Q7l. My organisation motivates me to help it achieve its objectives	24	47	21	72%	64%	60%	56%
Q7m. My organisation inspires me to do the best in my job	29	46	18	76%	67%	60%	56%

KEY





EXPLORE THE FULL RESULTS

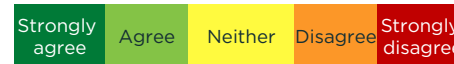
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	81% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	36	49	9		84%	79%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	38	47	9		85%	81%	75%	72%
Q1e. I am satisfied with my job	19	56	13	11	75%	64%	70%	69%

KEY





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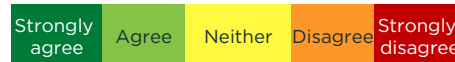
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SENIOR MANAGERS	47% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	29	16	9	46%	40%	51%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	32	30	17	11	42%	34%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	12	37	31	12	9	49%	43%	54%	52%
Q6d. Senior managers encourage innovation by employees	11	37	34	13	7	48%	45%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	42	34	8	4	55%	48%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	47	29	8	2	61%	61%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	38	24	19	9	48%	36%	54%	48%
Q6h. I feel that senior managers listen to employees	9	29	33	19	10	38%	29%	47%	44%
Q7c. I feel that change is managed well in my organisation	8	24	34	23	10	33%	30%	35%	42%

KEY





EXPLORE THE FULL RESULTS

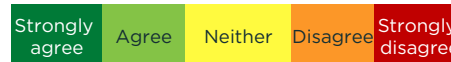
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COMMUNICATION	62% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	31	40	16	8	70%	67%	76%	72%	
Q5d. My manager encourages and values employee input	32	41	17		73%	74%	79%	73%	
Q5e. My manager involves my workgroup in decisions about our work	28	39	19	9	67%	68%	72%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	10	38	24	19	9	48%	36%	54%	48%
Q6h. I feel that senior managers listen to employees	9	29	33	19	10	38%	29%	47%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	53	15	9		73%	61%	75%	69%

KEY





EXPLORE THE FULL RESULTS

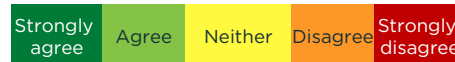
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	HIGH PERFORMANCE				63% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1a. I understand what is expected of me to do well in my role					36	53	88%	87%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives					42	42	84%	80%	82%	79%
Q3f. I have received appropriate training and development to do my job well					11	33	44%	50%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do					26	50	76%	72%	79%	75%
Q5f. I have confidence in the decisions my manager makes					31	33	64%	67%	73%	69%
Q6d. Senior managers encourage innovation by employees					11	37	48%	45%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					13	42	55%	48%	56%	53%
Q7a. My organisation focuses on improving the work we do					14	52	66%	65%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges					12	43	55%	57%	55%	57%

KEY



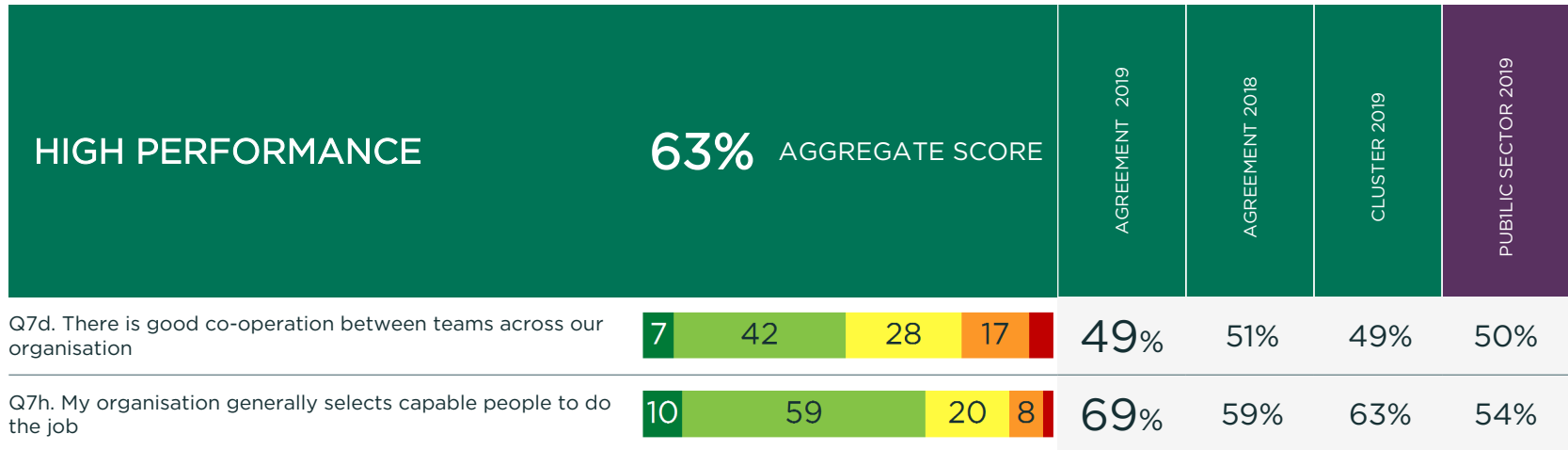


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	63% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	54	37	91%	92%	89%	86%		
Q2e. People in my workgroup treat each other with respect	45	40	9	85%	80%	82%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	50	16	76%	72%	79%	75%		
Q5b. My manager listens to what I have to say	36	44	10	81%	79%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	35	29	16	9	46%	40%	51%	51%
Q6c. I feel that senior managers model the values of my organisation	12	37	31	12	9	49%	43%	54%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	47	29			61%	61%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	38	24	19	9	48%	36%	54%	48%
Q6h. I feel that senior managers listen to employees	9	29	33	19	10	38%	29%	47%	44%

KEY



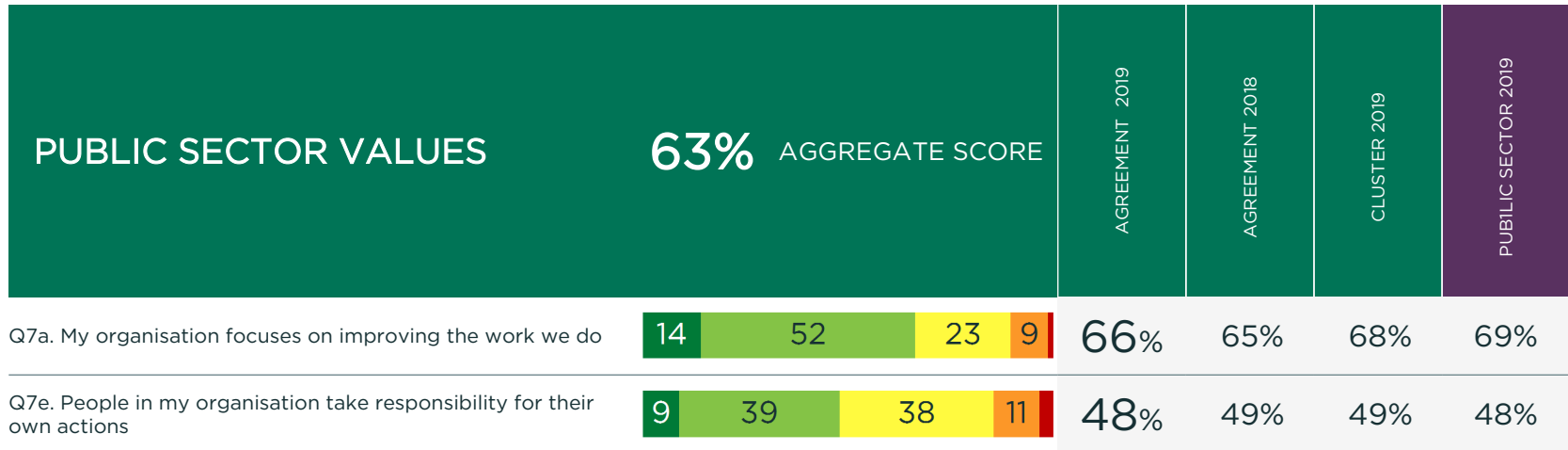


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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KEY





EXPLORE THE FULL RESULTS

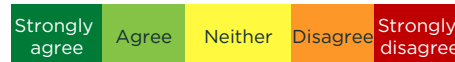
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DIVERSITY & INCLUSION	76% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	19	49	12	15	69%	61%	68%	67%
Q5b. My manager listens to what I have to say	36	44	10		81%	79%	82%	76%
Q5d. My manager encourages and values employee input	32	41	17		73%	74%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	21	38	32		59%	58%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	30	54	12		84%	80%	82%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	46	12		83%	73%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	53	15	9	73%	61%	75%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	31	47	18		78%	71%	72%	59%
Q8e. My manager supports flexible working in my team	36	47	13		83%	77%	77%	63%

KEY



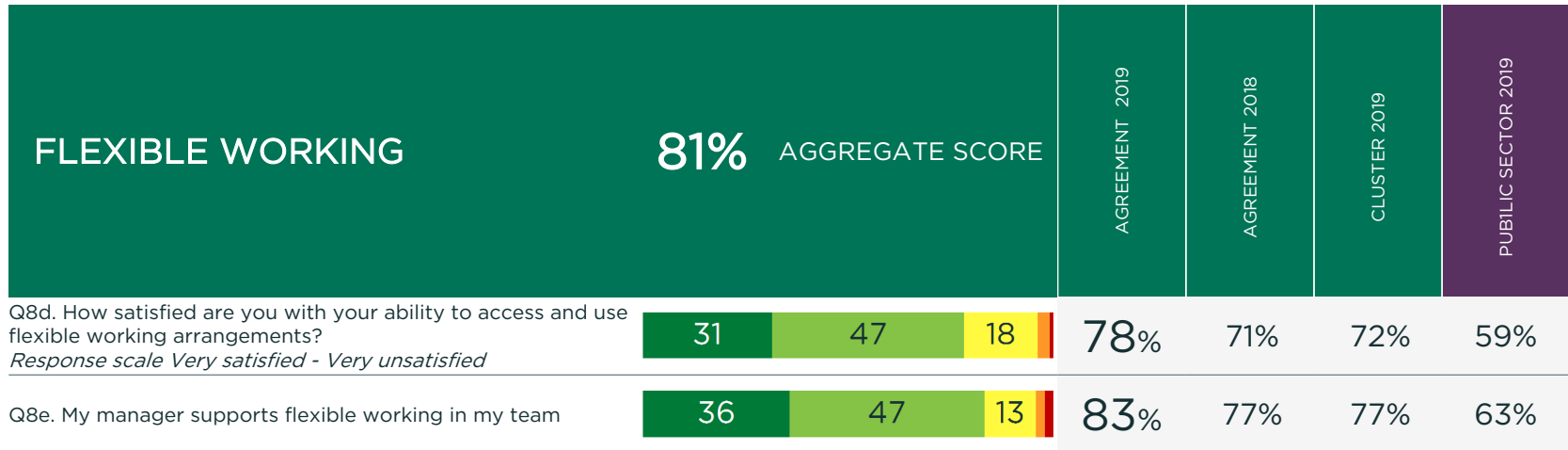


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



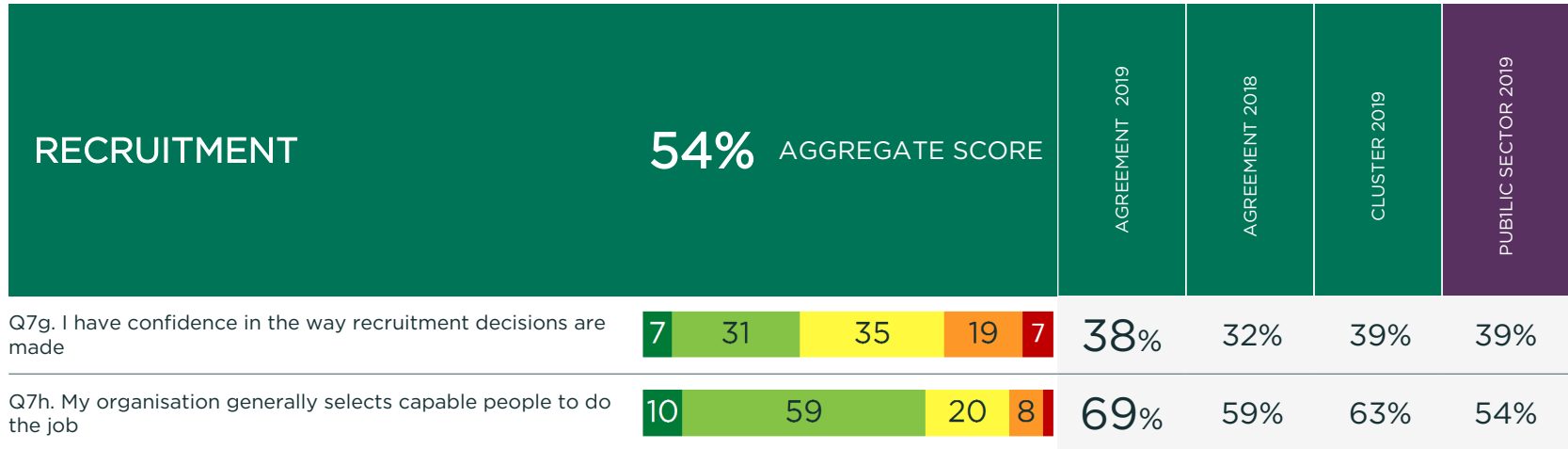


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

48% 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		60%	58%	69%	66%
Q3e. My performance is assessed against clear criteria		44%	45%	55%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		33%	38%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		74%	76%	77%	69%
Q5h. My manager deals appropriately with employees who perform poorly		41%	37%	48%	48%
Q7f. My organisation is committed to developing its employees		38%	35%	52%	53%

KEY





EXPLORE THE FULL RESULTS

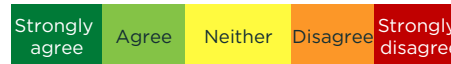
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	75% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	19	49	12	15	69%	61%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	13	52	17	13	65%	56%	64%	61%
Q2c. I receive help and support from other members of my workgroup	44	41	9		85%	80%	85%	81%
Q2d. There is good team spirit in my workgroup	42	38	12		80%	73%	76%	70%

KEY



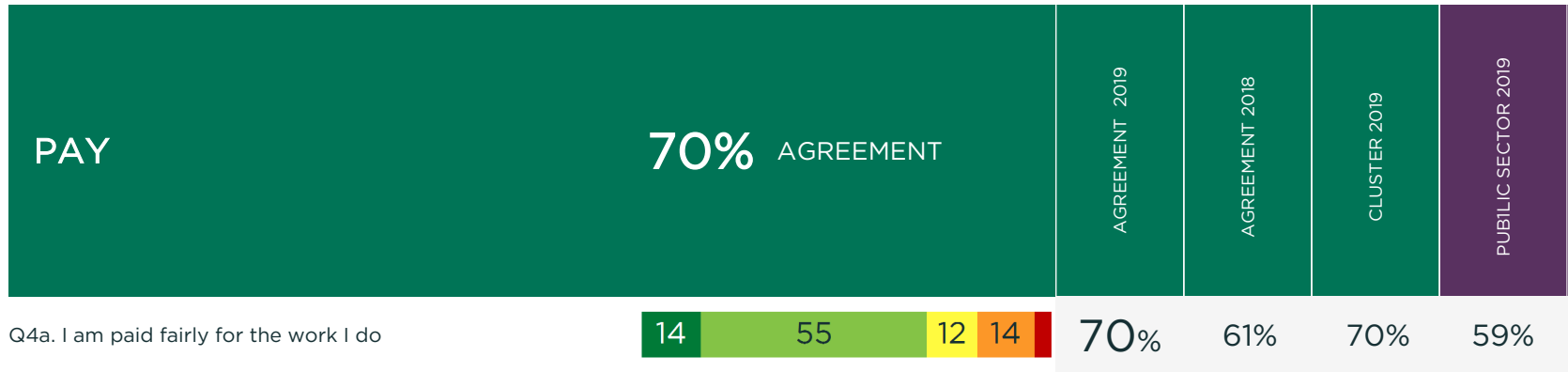


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



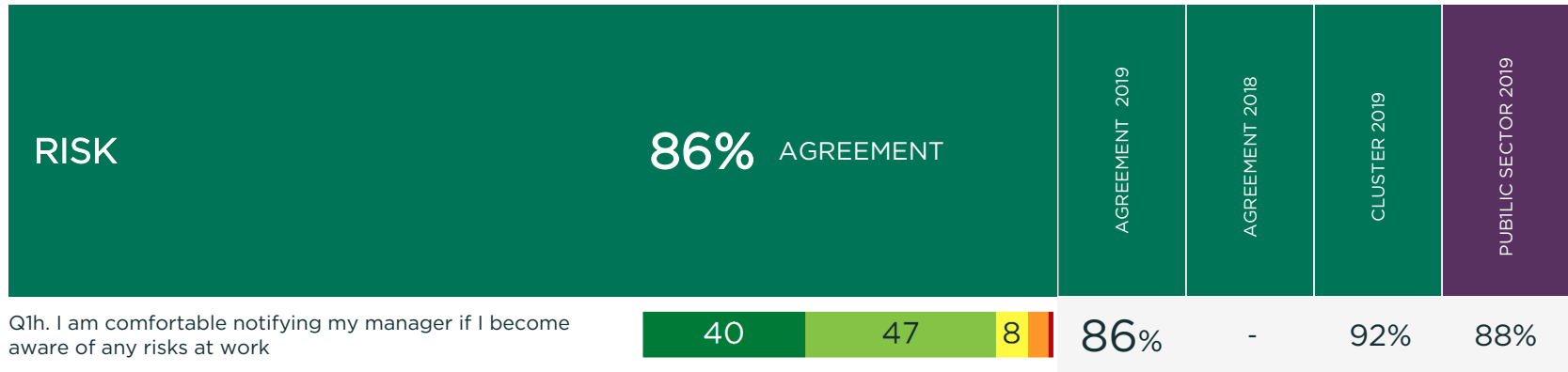


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

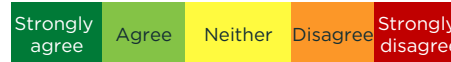
HEALTH & SAFETY

79% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



KEY





EXPLORE THE FULL RESULTS

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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.

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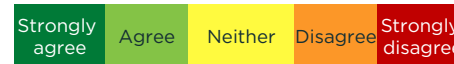
ACTION ON RESULTS

38% 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%

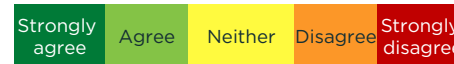
WORKPLACE CONDUCT

34% AGREEMENT

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



KEY





WELLBEING AND ENGAGEMENT

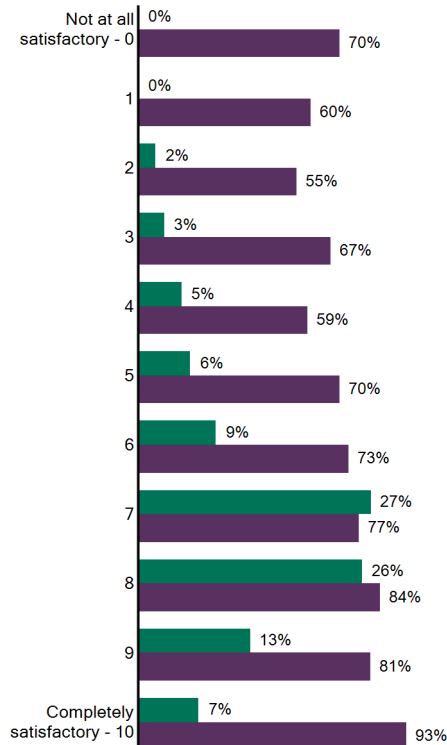
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

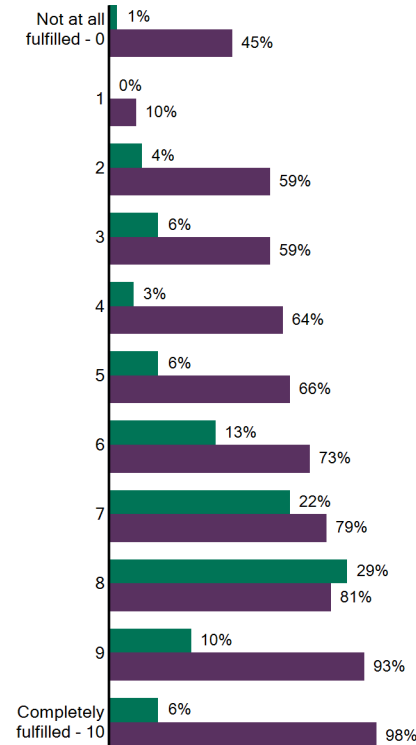
This compares Wellbeing to Engagement.

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



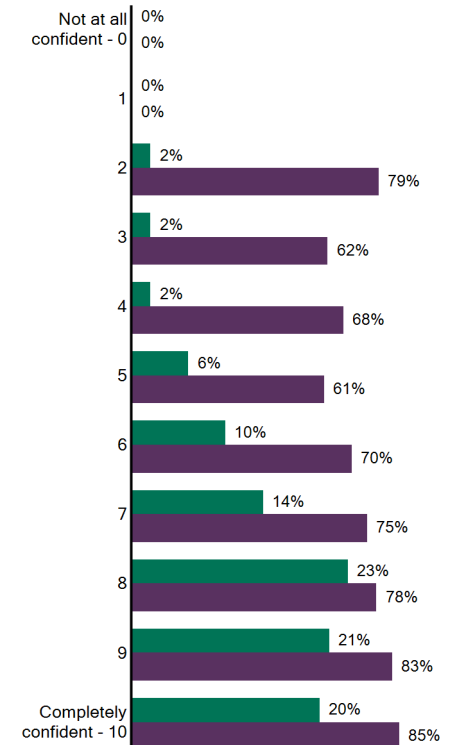
Proportion of respondents answering each response option

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
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		54%	65%	73%	71%
No		46%	35%	27%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		81%	83%	81%	76%
No		19%	17%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		55%	50%	63%	60%
No		45%	50%	37%	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		31%	34%	43%	41%
No		69%	66%	57%	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		50%	57%	38%	28%
Lack of visible opportunities		43%	49%	41%	29%
There are no major barriers to my career progression		26%	23%	23%	29%
Insufficient training and development		17%	18%	15%	15%
Personal/family considerations		16%	24%	28%	29%
Lack of support from my manager/supervisor		15%	21%	11%	13%
Lack of support for temporary assignments/secondments		13%	16%	16%	15%
Lack of required capabilities or experience		11%	7%	13%	11%
Geographic location considerations		9%	13%	29%	25%
The application/recruitment process is too cumbersome or time consuming		7%	9%	23%	22%
Other		7%	3%	9%	9%

% are calculated with the number of unique respondents (N = 238 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		22%	19%	22%	27%
No		59%	55%	63%	56%
Don't know		19%	26%	15%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		61%	43%	58%	65%
No		35%	53%	39%	32%
Don't know		4%	3%	4%	4%



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
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		27%	31%	27%	33%
No		64%	58%	64%	57%
Don't know		10%	11%	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		15%	13%	13%	18%
No		80%	81%	81%	75%
Don't know		6%	5%	6%	7%



EXPLORE THE FULL RESULTS

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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
Your immediate manager/supervisor		39%	29%	24%	23%
A fellow worker at your level		24%	33%	27%	27%
A senior manager		15%	19%	22%	21%
A subordinate		6%	-	6%	7%
Other		6%	10%	6%	5%
Prefer not to say		6%	5%	13%	13%
A client or customer		3%	-	2%	3%
A member of the public other than a client or customer		0%	5%	0%	1%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		2%	1%	1%	4%
No		95%	96%	97%	94%
Don't know		3%	3%	1%	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.

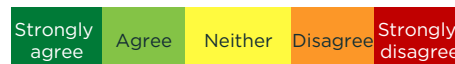
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PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. I am aware how my role contributes to the vision of my organisation		82%	78%	81%
Q2. My team is equipped with the right tools to provide good customer service		67%	60%	63%
Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams		39%	41%	56%
Q4. I have access to the information I need to do my job well		68%	68%	71%
Q5. I feel informed about changes in my organisation		46%	44%	56%
Q6. The people I work with have safe work practices		82%	82%	89%
Q7. My organisation provides opportunity for collaborative work practices		67%	-	70%
Q8. Overall, I believe the culture at my workplace has improved over the last 12 months		33%	-	45%
Q9. My manager actively supports a diverse and inclusive work environment		76%	-	80%
Q10. My manager keeps me informed about key agency directions		62%	-	70%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		30%
Female		68%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	14%
30-34	■	16%
35-39	■	9%
40-44	■	16%
45-49	■	16%
50-54	■	13%
55-59	■	7%
60-64	■	6%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

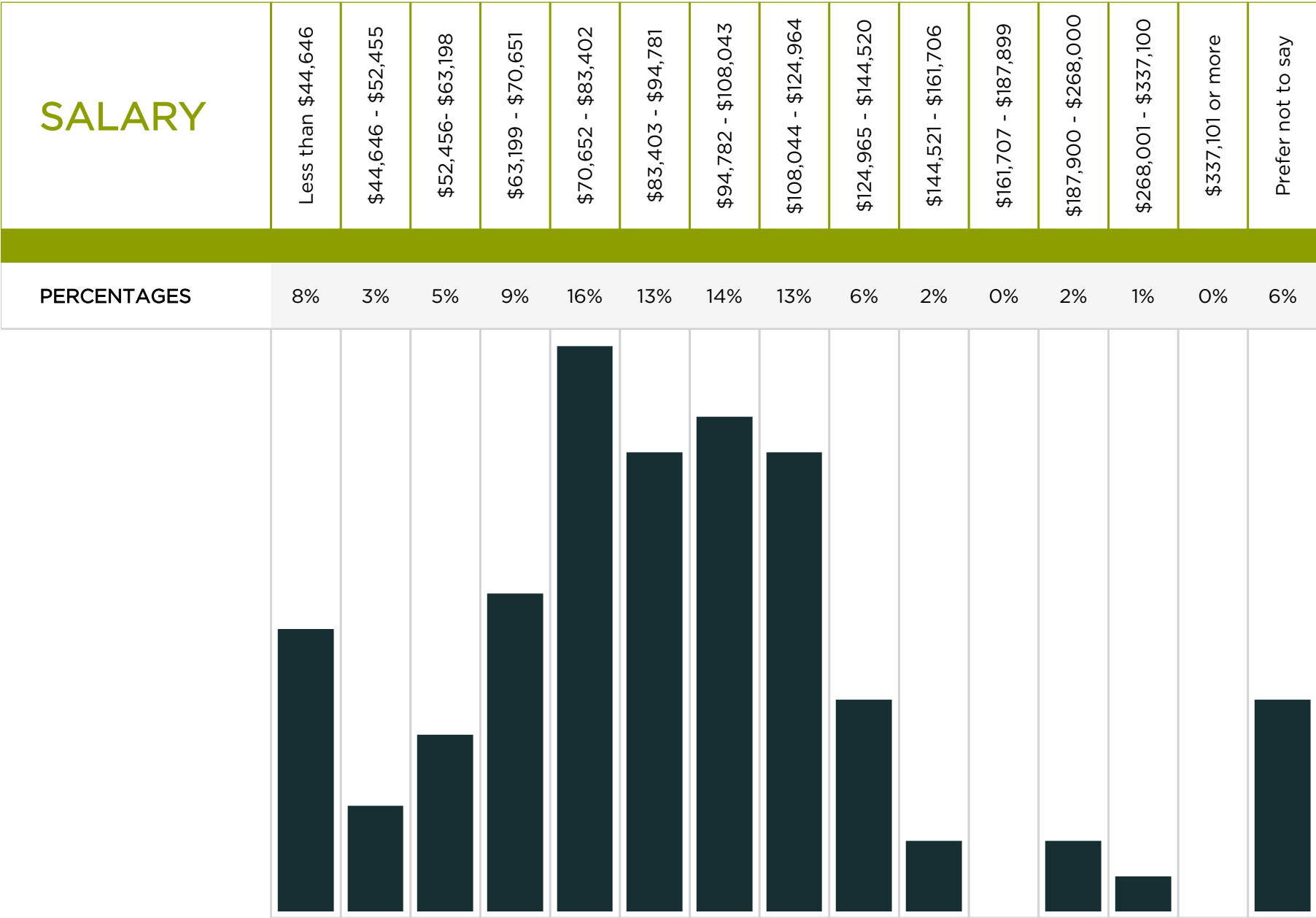
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	24%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	19%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	0%
Research	3%
Program and project management support	17%
Legal (including developing and/or reviewing legislation)	0%
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
TENURE IN ORGANISATION		
Less than 1 year		15%
1 - 2 years		12%
2 - 5 years		26%
5 - 10 years		16%
10 - 20 years		23%
More than 20 years		8%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		67%
Working from home		29%
Working additional hours to make up for time off		24%
Part-time work		18%
None of the above		18%
Working more hours over fewer days		13%
Working from different locations		13%

% are calculated with the number of unique respondents (N = 231 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	8%
Flexible scheduling for rostered workers	7%
Job sharing	4%
Other	4%
Study leave	1%
Purchasing annual leave	0%

% are calculated with the number of unique respondents (N = 231 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%

	Art Gallery NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	243	55	44	18	26	0	7	40	0	42
EMPLOYEE ENGAGEMENT	78%	79%	73%	(r)	(r)	(r)	(r)	80%	(r)	77%
ENGAGEMENT WITH WORK	81%	79%	80%	(r)	(r)	(r)	(r)	85%	(r)	82%
SENIOR MANAGERS	47%	56%	44%	(r)	(r)	(r)	(r)	38%	(r)	37%
COMMUNICATION	62%	66%	59%	(r)	(r)	(r)	(r)	55%	(r)	54%
HIGH PERFORMANCE	63%	71%	57%	(r)	(r)	(r)	(r)	62%	(r)	59%
PUBLIC SECTOR VALUES	63%	70%	58%	(r)	(r)	(r)	(r)	58%	(r)	56%
DIVERSITY & INCLUSION	76%	76%	76%	(r)	(r)	(r)	(r)	77%	(r)	71%

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

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Results are rounded and may not add up to 100%

	Art Gallery NSW	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	243	18	8	12	22	38	31	33	30	14	5	0	5	2
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	(r)	(r)	78%	77%	77%	79%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	79%	82%	83%	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	46%	43%	41%	49%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	60%	64%	61%	57%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	62%	63%	58%	65%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	61%	62%	60%	65%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	74%	77%	77%	76%	(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.

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	Art Gallery NSW	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	243	1	13
EMPLOYEE ENGAGEMENT	78%	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)
COMMUNICATION	62%	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)
DIVERSITY & INCLUSION	76%	(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

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	Art Gallery NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	243	34	28	61	36	53	19
EMPLOYEE ENGAGEMENT	78%	85%	(r)	80%	74%	77%	(r)
ENGAGEMENT WITH WORK	81%	95%	(r)	79%	76%	82%	(r)
SENIOR MANAGERS	47%	65%	(r)	44%	38%	48%	(r)
COMMUNICATION	62%	81%	(r)	61%	52%	57%	(r)
HIGH PERFORMANCE	63%	75%	(r)	66%	56%	63%	(r)
PUBLIC SECTOR VALUES	63%	76%	(r)	63%	54%	62%	(r)
DIVERSITY & INCLUSION	76%	88%	(r)	76%	69%	70%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

	Art Gallery NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	243	154	31	55	17	42	10	30	66	1	18	3	9	42
EMPLOYEE ENGAGEMENT	78%	79%	78%	80%	(r)	77%	(r)	77%	81%	(r)	(r)	(r)	(r)	76%
ENGAGEMENT WITH WORK	81%	84%	80%	81%	(r)	84%	(r)	74%	89%	(r)	(r)	(r)	(r)	76%
SENIOR MANAGERS	47%	46%	40%	45%	(r)	46%	(r)	40%	49%	(r)	(r)	(r)	(r)	50%
COMMUNICATION	62%	63%	61%	65%	(r)	66%	(r)	47%	63%	(r)	(r)	(r)	(r)	57%
HIGH PERFORMANCE	63%	65%	60%	65%	(r)	65%	(r)	58%	67%	(r)	(r)	(r)	(r)	62%
PUBLIC SECTOR VALUES	63%	64%	58%	64%	(r)	63%	(r)	55%	66%	(r)	(r)	(r)	(r)	61%
DIVERSITY & INCLUSION	76%	79%	77%	82%	(r)	82%	(r)	71%	83%	(r)	(r)	(r)	(r)	64%

*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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Art Gallery NSW	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Inner West	Murray	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana
NUMBER OF RESPONDENTS	243	215	0	208	4	1	1	1	1	0	0	0	0	0
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	46%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	76%	(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

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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%

	Art Gallery NSW	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	243	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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%

	Art Gallery NSW	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	243	0	0	0	0	0
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(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%

	Art Gallery NSW	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	243	0	5	32	36	22	36	37	31	17	13	3
EMPLOYEE ENGAGEMENT	78%	(r)	(r)	82%	80%	(r)	76%	78%	72%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	85%	88%	(r)	76%	87%	81%	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	51%	50%	(r)	44%	48%	40%	(r)	(r)	(r)
COMMUNICATION	62%	(r)	(r)	70%	64%	(r)	63%	61%	48%	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	69%	67%	(r)	62%	66%	55%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	68%	66%	(r)	61%	66%	53%	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	81%	78%	(r)	73%	78%	68%	(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%

	Art Gallery NSW	Male	Female	Other
NUMBER OF RESPONDENTS	243	71	158	4
EMPLOYEE ENGAGEMENT	78%	77%	78%	(r)
ENGAGEMENT WITH WORK	81%	78%	83%	(r)
SENIOR MANAGERS	47%	54%	44%	(r)
COMMUNICATION	62%	66%	61%	(r)
HIGH PERFORMANCE	63%	65%	64%	(r)
PUBLIC SECTOR VALUES	63%	66%	62%	(r)
DIVERSITY & INCLUSION	76%	77%	76%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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

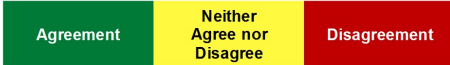
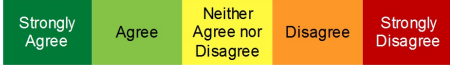
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.