



2019 | NSW Public Sector
Employee Survey

CLUSTER REPORT

Planning and Environment



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RESPONSE RATE

80%

6,778 OF 8,470 RESPONDENTS

RESPONSE RATE 2018: 82%

EMPLOYEE ENGAGEMENT

69%

DIFFERENCE FROM 2018 **+1**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(66%)

ENGAGEMENT WITH WORK

74%

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

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

SENIOR MANAGERS

51%

DIFFERENCE FROM 2018 **+2**
(50%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(50%)

COMMUNICATION

67%

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

DIFFERENCE FROM PUBLIC SECTOR **+5**
(62%)

HIGH PERFORMANCE

66%

DIFFERENCE FROM 2018 **0**
(66%)

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

PUBLIC SECTOR VALUES

66%

DIFFERENCE FROM 2018 **+1**
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(62%)

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM 2018 **+1**
(75%)

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

FLEXIBLE WORKING SATISFACTION

72%

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

DIFFERENCE FROM PUBLIC SECTOR **+13**
(59%)

ACTION ON RESULTS

47%

DIFFERENCE FROM 2018 **0**
(47%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(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 | 92% | - |
| 2a. My workgroup strives to achieve customer/client satisfaction | 89% | 90% |
| 1a. I understand what is expected of me to do well in my role | 87% | 86% |
| 1g. I know how to address a health and safety issue I have identified | 86% | 85% |
| 2c. I receive help and support from other members of my workgroup | 85% | 86% |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 82% | 80% |
| 2b. My workgroup works collaboratively to achieve its objectives | 82% | 84% |
| 5b. My manager listens to what I have to say | 82% | 82% |
| 2e. People in my workgroup treat each other with respect | 82% | 83% |
| 5d. My manager encourages and values employee input | 79% | 79% |

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|---|-------------------|-------------------|
| 7c. I feel that change is managed well in my organisation | 35% | 32% |
| 7g. I have confidence in the way recruitment decisions are made | 39% | 39% |
| 11a. I have confidence in the ways my organisation resolves grievances | 40% | 38% |
| 3g. I am satisfied with the opportunities available for career development in my organisation | 45% | 47% |
| 6b. I feel that senior managers effectively lead and manage change | 46% | 44% |
| 10a. I believe action will be taken on the results from this survey by my organisation | 47% | 47% |
| 6h. I feel that senior managers listen to employees | 47% | 46% |
| 5h. My manager deals appropriately with employees who perform poorly | 48% | 46% |
| 7d. There is good co-operation between teams across our organisation | 49% | 48% |
| 7e. People in my organisation take responsibility for their own actions | 49% | 52% |



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 | 54% | 50% |
| 3e. My performance is assessed against clear criteria | 55% | 52% |
| 6c. I feel that senior managers model the values of my organisation | 54% | 51% |
| 6b. I feel that senior managers effectively lead and manage change | 46% | 44% |
| 7c. I feel that change is managed well in my organisation | 35% | 32% |
| 6i. Senior managers in my organisation support the career advancement of women | 69% | 67% |
| 11a. I have confidence in the ways my organisation resolves grievances | 40% | 38% |
| 1b. I am provided with the support I need to do my best at work | 68% | 66% |
| 5h. My manager deals appropriately with employees who perform poorly | 48% | 46% |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 82% | 80% |

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

| | AGREEMENT 2019 | AGREEMENT 2018 |
|--|-------------------|-------------------|
| 7e. People in my organisation take responsibility for their own actions | 49% | 52% |
| 3g. I am satisfied with the opportunities available for career development in my organisation | 45% | 47% |
| 6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 66% | 68% |
| 2b. My workgroup works collaboratively to achieve its objectives | 82% | 84% |
| 2c. I receive help and support from other members of my workgroup | 85% | 86% |
| 8d. How satisfied are you with your ability to access and use flexible working arrangements? | 72% | 73% |
| 2e. People in my workgroup treat each other with respect | 82% | 83% |
| 2a. My workgroup strives to achieve customer/client satisfaction | 89% | 90% |
| 1d. I feel motivated to contribute more than what is normally required at work | 75% | 76% |
| 3f. I have received appropriate training and development to do my job well | 62% | 63% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



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: 6778

| | | | | | |
|--|-----------------|---|-----------------|--|-----------------|
| Gender | Survey % | Employment Status | Survey % | Type of work | Survey % |
| Male | 44 | Senior Executive (ongoing/permanent or term) | 4 | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | 20 |
| Female | 54 | Ongoing/Permanent (other than senior executive) | 69 | Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 15 |
| Other | 2 | Temporary (including temporary teachers and graduates) | 10 | Administrative support (e.g. executive/personal assistant, receptionist) | 6 |
| Age | Survey % | Casual | 6 | Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | 11 |
| 15 - 34 years | 28 | Contract – Non Executive | 8 | Policy | 5 |
| 35 - 54 years | 56 | Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term) | 2 | Research | 4 |
| 55+ years | 16 | Other | 0 | Program and project management support | 18 |
| LOTE spoken at home | Survey % | Don't know | 1 | Legal (including developing and/or reviewing legislation) | 1 |
| Yes | 15 | Manager of managers | Survey % | Other | 19 |
| No | 81 | Yes | 10 | Organisation Tenure | Survey % |
| Prefer not to say | 4 | No | 90 | Less than 1 year | 17 |
| Aboriginal and/or Torres Strait Islanders | Survey % | Supervisors | Survey % | 1 - 2 years | 15 |
| Yes | 3 | Yes | 36 | 2 - 5 years | 25 |
| No | 93 | No | 64 | 5 - 10 years | 15 |
| Prefer not to say | 4 | Working arrangement | Survey % | 10 - 20 years | 19 |
| Disability | Survey % | Full-time | 83 | More than 20 years | 10 |
| Yes | 3 | Part-time | 17 | Salary | Survey % |
| No | 93 | | | \$83,402 and below | 33 |
| Prefer not to say | 3 | | | \$83,403 - \$108,043 | 27 |
| LGBTI | Survey % | | | \$108,044 - \$144,520 | 26 |
| Yes | 6 | | | \$144,521 and above | 7 |
| No | 89 | | | Prefer not to say | 7 |
| Prefer not to say | 5 | | | | |

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

Results are rounded and may not add up to 100%

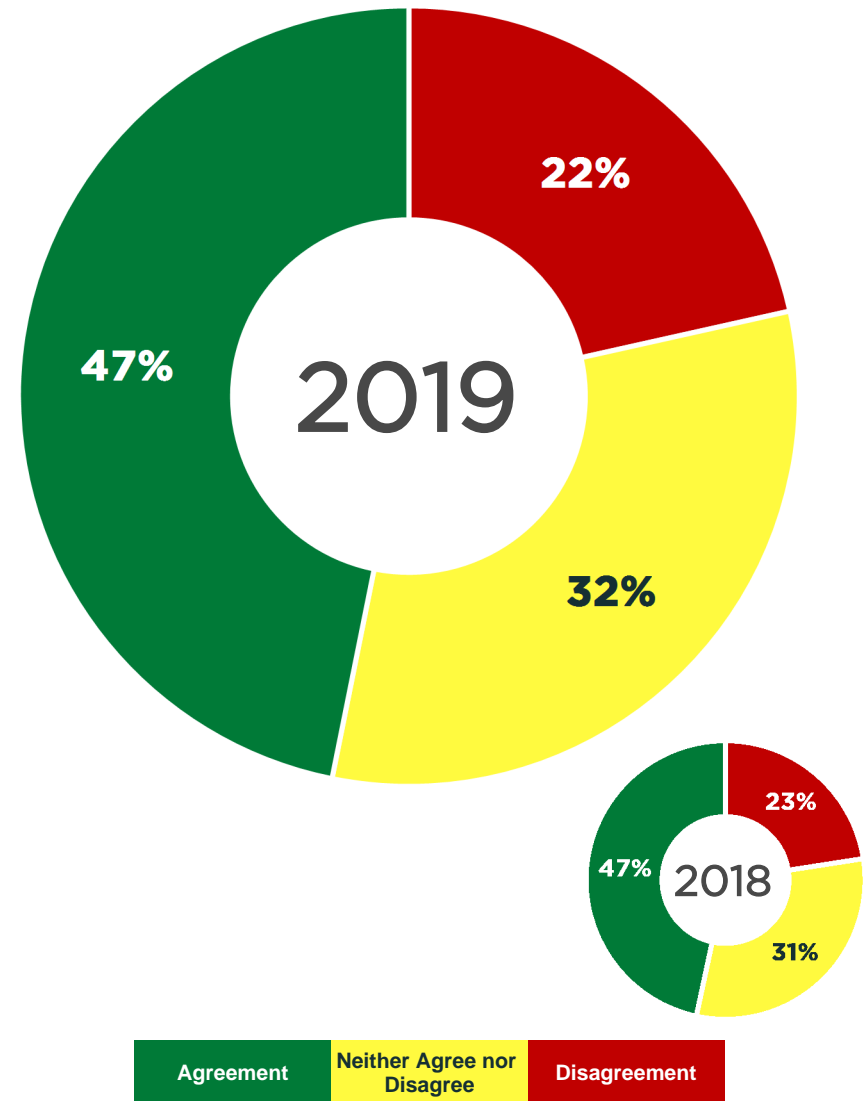
47%

of employees replied favourably to:

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

39%
SECTOR

47%
2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

| | | % AGREEMENT 2019 | % AGREEMENT 2018 | % AGREEMENT PUBLIC SECTOR |
|---|---|---------------------|---------------------|---------------------------------|
| 1 | Q7a. My organisation focuses on improving the work we do | 68% | 68% | 69% |
| 2 | Q7f. My organisation is committed to developing its employees | 52% | 52% | 53% |
| 3 | Q7h. My organisation generally selects capable people to do the job | 63% | 63% | 54% |
| 4 | Q3g. I am satisfied with the opportunities available for career development in my organisation | 45% | 47% | 51% |
| 5 | Q1b. I am provided with the support I need to do my best at work | 68% | 66% | 67% |
| 6 | Q3f. I have received appropriate training and development to do my job well | 62% | 63% | 66% |

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Planning and Environment

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

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

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Planning and Environment

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.

| | Planning and Environment | Art Gallery NSW | Australian Museum | Department of Planning and Environment | Hunter Central Coast Development Corporation | Independent Planning Commission | Museum of Applied Arts and Sciences | Office of Environment & Heritage | Office of Local Government | Other Agencies and Trusts | State Library of NSW | Sydney Living Museums | Sydney Opera House |
|-----------------------|--------------------------|-----------------|-------------------|--|--|---------------------------------|-------------------------------------|----------------------------------|----------------------------|---------------------------|----------------------|-----------------------|--------------------|
| NUMBER OF RESPONDENTS | 6778 | 243 | 188 | 1887 | 33 | 10 | 214 | 2422 | 57 | 866 | 266 | 152 | 440 |
| EMPLOYEE ENGAGEMENT | 69% | 78% | 70% | 62% | 74% | 59% | 62% | 70% | 59% | 75% | 77% | 69% | 78% |
| ENGAGEMENT WITH WORK | 74% | 81% | 71% | 69% | 76% | 67% | 66% | 75% | 72% | 76% | 82% | 75% | 78% |
| SENIOR MANAGERS | 51% | 47% | 36% | 52% | 56% | 44% | 31% | 52% | 43% | 57% | 57% | 29% | 58% |
| COMMUNICATION | 67% | 62% | 58% | 67% | 70% | 67% | 58% | 69% | 61% | 69% | 71% | 56% | 68% |
| HIGH PERFORMANCE | 66% | 63% | 57% | 66% | 71% | 64% | 56% | 67% | 60% | 69% | 71% | 58% | 70% |
| PUBLIC SECTOR VALUES | 66% | 63% | 56% | 66% | 70% | 60% | 52% | 66% | 60% | 68% | 71% | 55% | 69% |
| DIVERSITY & INCLUSION | 76% | 76% | 71% | 76% | 71% | 82% | 71% | 77% | 73% | 75% | 79% | 74% | 75% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

| EMPLOYEE ENGAGEMENT | 69% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 |
|---|---------------------|----|----|----|----------------|----------------|------------------------|
| Q7i. I would recommend my organisation as a great place to work | 23 | 45 | 21 | 8 | 68% | 66% | 62% |
| Q7j. I am proud to tell others I work for my organisation | 33 | 43 | 16 | | 76% | 75% | 70% |
| Q7k. I feel a strong personal attachment to my organisation | 30 | 39 | 19 | 9 | 69% | 69% | 64% |
| Q7l. My organisation motivates me to help it achieve its objectives | 19 | 41 | 25 | 11 | 60% | 59% | 56% |
| Q7m. My organisation inspires me to do the best in my job | 21 | 39 | 25 | 11 | 60% | 59% | 56% |

KEY



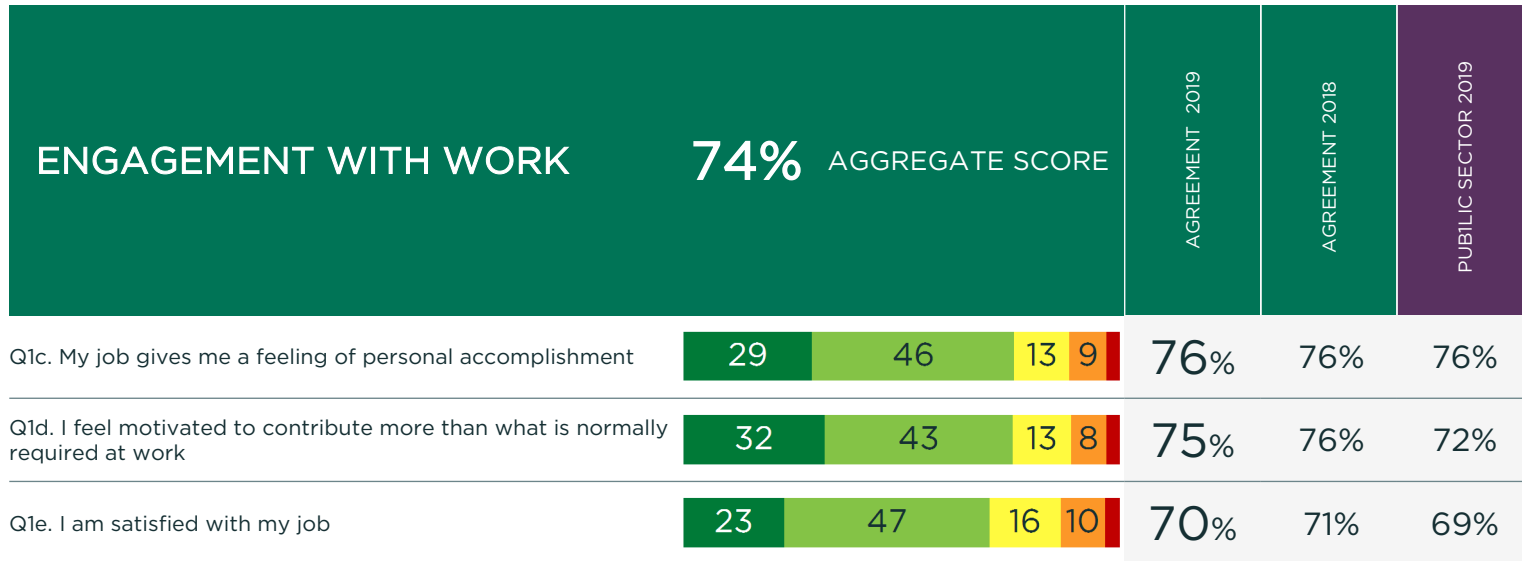


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

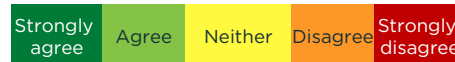
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

| SENIOR MANAGERS | 51% AGGREGATE SCORE | | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 |
|---|---------------------|----|----|----|----|----------------|----------------|--------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 12 | 39 | 25 | 16 | 8 | 51% | 50% | 51% |
| Q6b. I feel that senior managers effectively lead and manage change | 11 | 35 | 27 | 17 | 9 | 46% | 44% | 47% |
| Q6c. I feel that senior managers model the values of my organisation | 15 | 39 | 27 | 11 | 7 | 54% | 51% | 52% |
| Q6d. Senior managers encourage innovation by employees | 13 | 39 | 29 | 14 | | 51% | 51% | 51% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 15 | 41 | 28 | 10 | | 56% | 55% | 53% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 18 | 49 | 22 | 8 | | 66% | 68% | 61% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 14 | 40 | 22 | 16 | 8 | 54% | 50% | 48% |
| Q6h. I feel that senior managers listen to employees | 12 | 35 | 28 | 15 | 9 | 47% | 46% | 44% |
| Q7c. I feel that change is managed well in my organisation | 7 | 28 | 31 | 23 | 11 | 35% | 32% | 42% |

KEY





EXPLORE THE FULL RESULTS

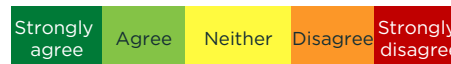
Questions are grouped by topics in this report.

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%

| COMMUNICATION | 67% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 | |
|--|---------------------|----|----|----|----------------|----------------|------------------------|-----|
| Q5c. My manager communicates effectively with me | 33 | 42 | 12 | 8 | 76% | 75% | 72% | |
| Q5d. My manager encourages and values employee input | 38 | 41 | 12 | | 79% | 79% | 73% | |
| Q5e. My manager involves my workgroup in decisions about our work | 31 | 41 | 15 | 9 | 72% | 72% | 68% | |
| Q6g. I feel that senior managers keep employees informed about what's going on | 14 | 40 | 22 | 16 | 8 | 54% | 50% | 48% |
| Q6h. I feel that senior managers listen to employees | 12 | 35 | 28 | 15 | 9 | 47% | 46% | 44% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 25 | 50 | 13 | 8 | | 75% | 75% | 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 | | | | 66% AGGREGATE SCORE | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 |
|---|------------------|----|----|----|---------------------|----------------|----------------|--------------------|
| Q1a. I understand what is expected of me to do well in my role | 34 | 53 | | | | 87% | 86% | 90% |
| Q2b. My workgroup works collaboratively to achieve its objectives | 39 | 43 | 9 | | | 82% | 84% | 79% |
| Q3f. I have received appropriate training and development to do my job well | 17 | 45 | 23 | 11 | | 62% | 63% | 66% |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 30 | 48 | 13 | | | 79% | 78% | 75% |
| Q5f. I have confidence in the decisions my manager makes | 33 | 40 | 15 | 7 | | 73% | 74% | 69% |
| Q6d. Senior managers encourage innovation by employees | 13 | 39 | 29 | 14 | | 51% | 51% | 51% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 15 | 41 | 28 | 10 | | 56% | 55% | 53% |
| Q7a. My organisation focuses on improving the work we do | 17 | 51 | 20 | 9 | | 68% | 68% | 69% |
| Q7b. My organisation is making the necessary improvements to meet our future challenges | 13 | 41 | 27 | 14 | | 55% | 54% | 57% |

KEY



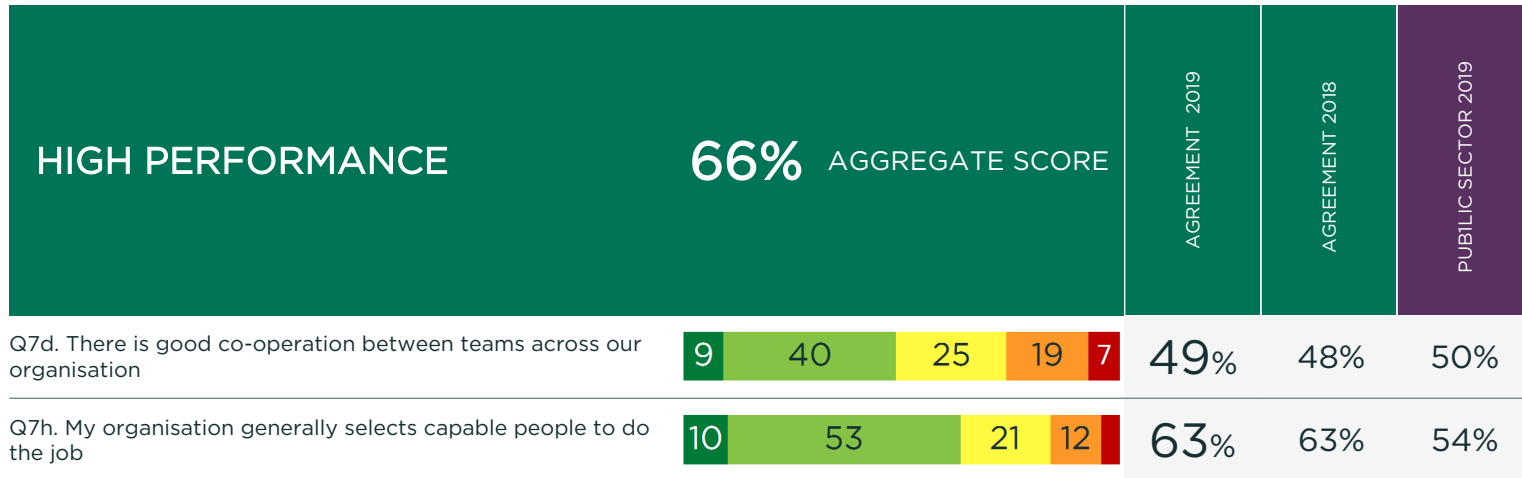


EXPLORE THE FULL RESULTS

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%

| PUBLIC SECTOR VALUES | 66% AGGREGATE SCORE | | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC SECTOR 2019 |
|---|---|----|----|----|---|----------------|----------------|--------------------|
| | Q2a. My workgroup strives to achieve customer/client satisfaction | 45 | 44 | | | | 89% | 90% |
| Q2e. People in my workgroup treat each other with respect | 42 | 40 | 10 | | | 82% | 83% | 75% |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 30 | 48 | 13 | | | 79% | 78% | 75% |
| Q5b. My manager listens to what I have to say | 39 | 43 | 10 | | | 82% | 82% | 76% |
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 12 | 39 | 25 | 16 | 8 | 51% | 50% | 51% |
| Q6c. I feel that senior managers model the values of my organisation | 15 | 39 | 27 | 11 | 7 | 54% | 51% | 52% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 18 | 49 | 22 | 8 | | 66% | 68% | 61% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 14 | 40 | 22 | 16 | 8 | 54% | 50% | 48% |
| Q6h. I feel that senior managers listen to employees | 12 | 35 | 28 | 15 | 9 | 47% | 46% | 44% |

KEY



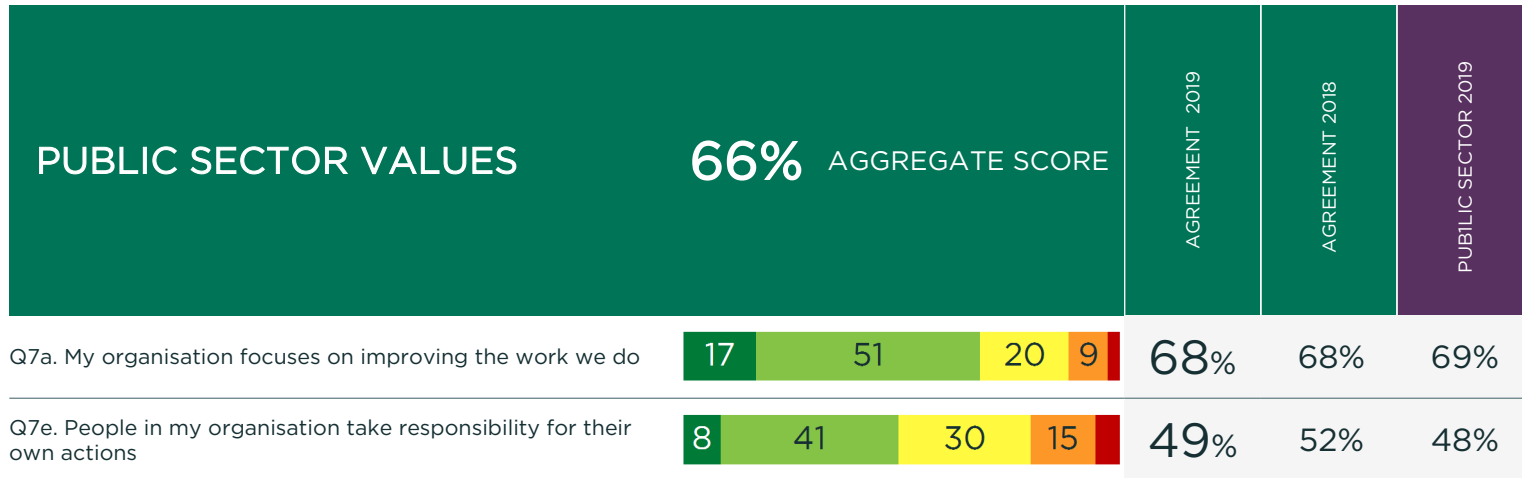


EXPLORE THE FULL RESULTS

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%

| DIVERSITY & INCLUSION | 76% AGGREGATE SCORE | | | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 |
|--|---------------------|----|----|----|----------------|----------------|------------------------|
| Q1b. I am provided with the support I need to do my best at work | 21 | 48 | 14 | 14 | 68% | 66% | 67% |
| Q5b. My manager listens to what I have to say | 39 | 43 | 10 | | 82% | 82% | 76% |
| Q5d. My manager encourages and values employee input | 38 | 41 | 12 | | 79% | 79% | 73% |
| Q6i. Senior managers in my organisation support the career advancement of women | 28 | 41 | 23 | | 69% | 67% | 61% |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 32 | 50 | 11 | | 82% | 80% | 77% |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 34 | 45 | 13 | | 79% | 78% | 76% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 25 | 50 | 13 | 8 | 75% | 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> | 33 | 39 | 16 | 8 | 72% | 73% | 59% |
| Q8e. My manager supports flexible working in my team | 38 | 39 | 14 | | 77% | 77% | 63% |

KEY



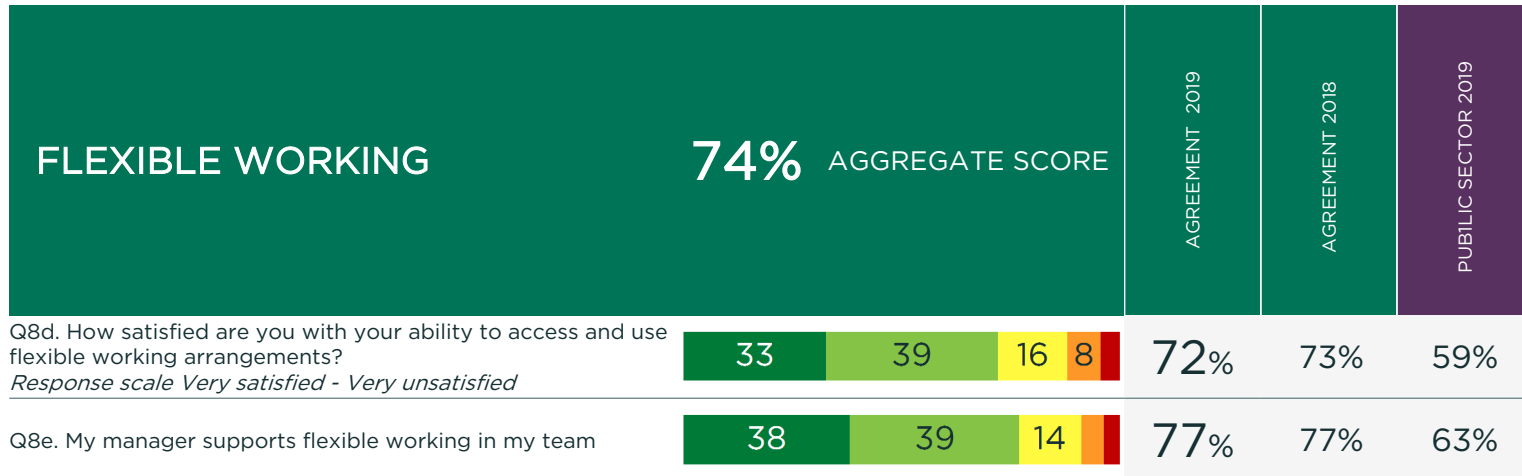


EXPLORE THE FULL RESULTS

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

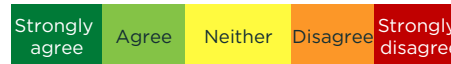
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KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

58% AGGREGATE SCORE

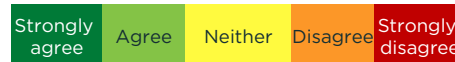
AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

| | | | | | | | |
|---|----|----|----|----|-----|-----|-----|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 22 | 48 | 17 | 10 | 69% | 67% | 66% |
| Q3e. My performance is assessed against clear criteria | 14 | 41 | 25 | 15 | 55% | 52% | 57% |
| Q3g. I am satisfied with the opportunities available for career development in my organisation | 13 | 33 | 23 | 19 | 45% | 47% | 51% |
| Q5g. My manager provides acknowledgement or other recognition for the work I do | 36 | 41 | 13 | | 77% | 76% | 69% |
| Q5h. My manager deals appropriately with employees who perform poorly | 17 | 31 | 33 | 12 | 48% | 46% | 48% |
| Q7f. My organisation is committed to developing its employees | 11 | 41 | 28 | 14 | 52% | 52% | 53% |

KEY





EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

| WORKPLACE SUPPORT | 73% AGGREGATE SCORE | | AGREEMENT 2019 | AGREEMENT 2018 | PUBLIC LIC SECTOR 2019 | | |
|--|---------------------|----|----------------|----------------|------------------------|-----|-----|
| Q1b. I am provided with the support I need to do my best at work | 21 | 48 | 14 | 14 | 68% | 66% | 67% |
| Q1f. I am able to keep my work stress at an acceptable level | 15 | 49 | 17 | 14 | 64% | 64% | 61% |
| Q2c. I receive help and support from other members of my workgroup | 41 | 44 | 9 | | 85% | 86% | 81% |
| Q2d. There is good team spirit in my workgroup | 38 | 38 | 13 | 8 | 76% | 75% | 70% |

KEY



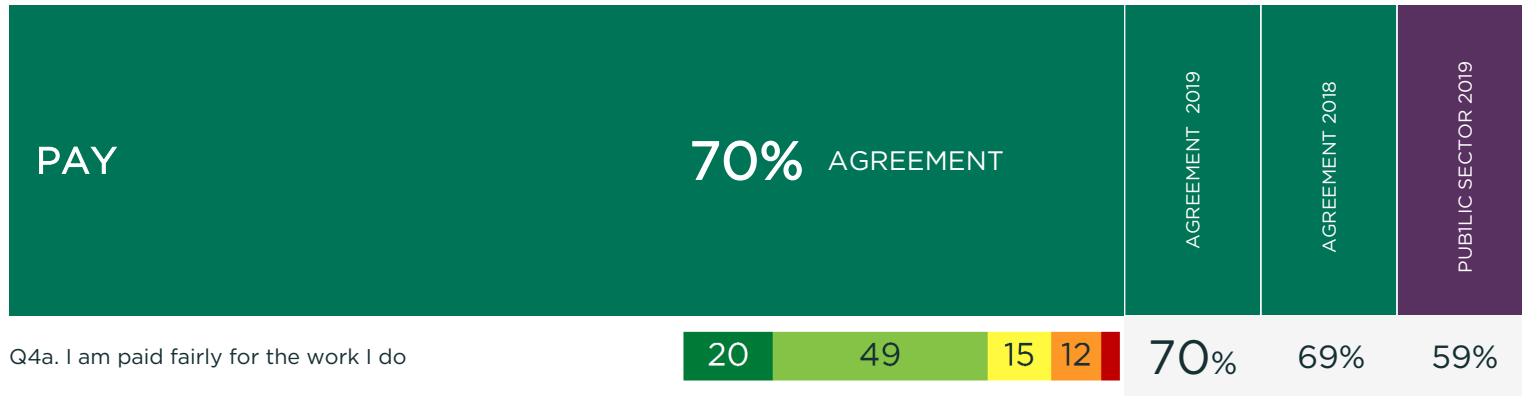


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



KEY



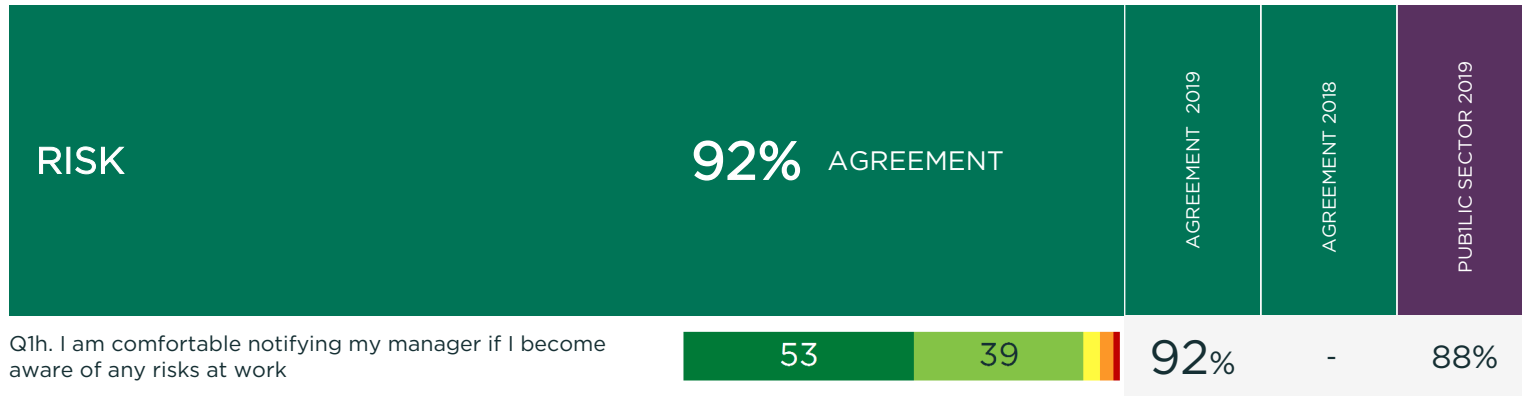


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



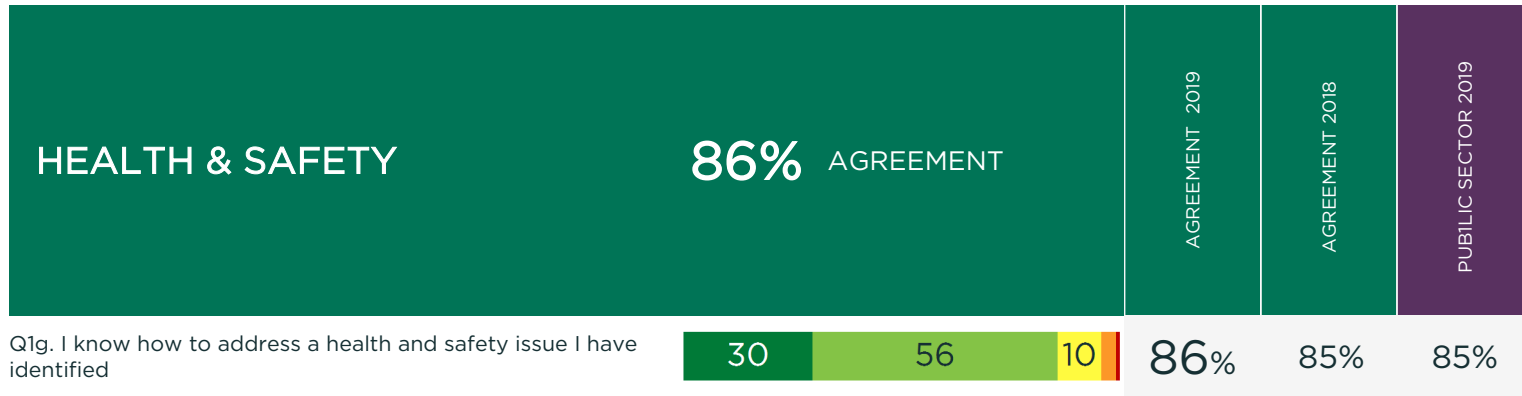


EXPLORE THE FULL RESULTS

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

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Results are rounded and may not add up to 100%

ACTION ON RESULTS

47% AGREEMENT

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



KEY



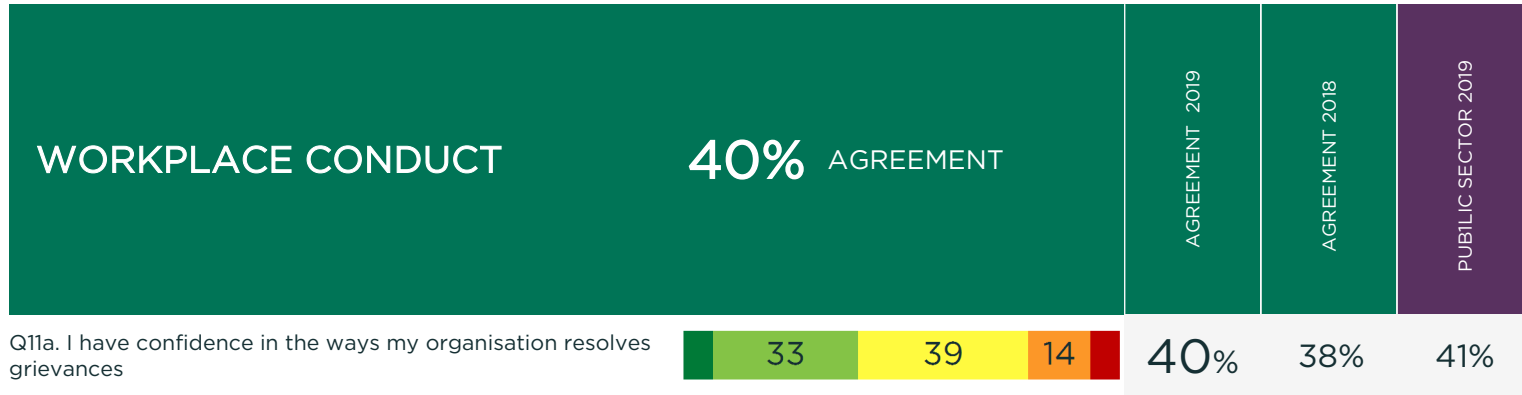


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KEY



WELLBEING AND ENGAGEMENT



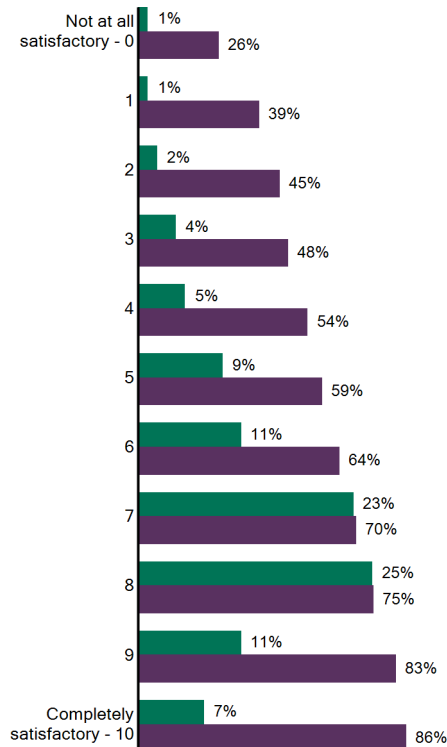
EXPLORE THE FULL RESULTS

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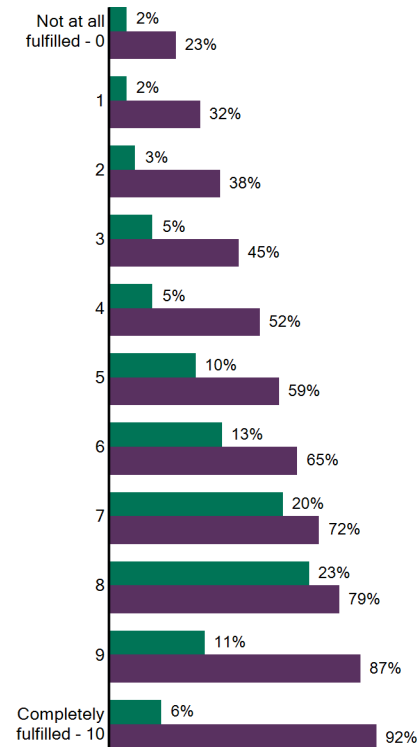
This compares Wellbeing to Engagement.

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



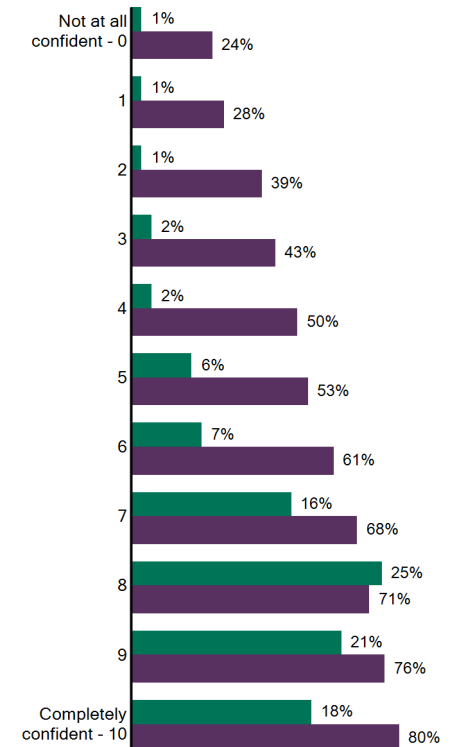
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

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





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

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

Yes



73%

65%

71%

No



27%

35%

29%

Q3b. I have informal feedback conversations with my manager

Yes



81%

79%

76%

No



19%

21%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



63%

58%

60%

No



37%

42%

40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

| | | | | |
|-----|--|-----|-----|-----|
| Yes | | 43% | 40% | 41% |
| No | | 57% | 60% | 59% |



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

| | | 2019 | 2018 | PUBLIC SECTOR 2019 |
|---|--|------|------|--------------------|
| Lack of visible opportunities | | 41% | 36% | 29% |
| Lack of promotion opportunities | | 38% | 35% | 28% |
| Geographic location considerations | | 29% | 29% | 25% |
| Personal/family considerations | | 28% | 29% | 29% |
| There are no major barriers to my career progression | | 23% | 29% | 29% |
| The application/recruitment process is too cumbersome or time consuming | | 23% | 24% | 22% |
| Lack of support for temporary assignments/secondments | | 16% | 15% | 15% |
| Insufficient training and development | | 15% | 14% | 15% |
| Lack of required capabilities or experience | | 13% | 12% | 11% |
| Lack of support from my manager/supervisor | | 11% | 12% | 13% |
| Other | | 9% | 9% | 9% |

% are calculated with the number of unique respondents (N = 6,591 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes



22%

19%

27%

No



63%

65%

56%

Don't know



15%

16%

17%

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

Yes



58%

59%

65%

No



39%

39%

32%

Don't know



4%

2%

4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 27% | 26% | 33% |
| No | | 64% | 65% | 57% |
| Don't know | | 9% | 9% | 10% |

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

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 13% | 12% | 18% |
| No | | 81% | 82% | 75% |
| Don't know | | 6% | 6% | 7% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

| | | 2019 | 2018 | PUBLIC SECTOR 2019 |
|--|--|------|------|--------------------|
| A fellow worker at your level | | 27% | 25% | 27% |
| Your immediate manager/supervisor | | 24% | 21% | 23% |
| A senior manager | | 22% | 26% | 21% |
| Prefer not to say | | 13% | 14% | 13% |
| A subordinate | | 6% | 8% | 7% |
| Other | | 6% | 4% | 5% |
| A client or customer | | 2% | 1% | 3% |
| A member of the public other than a client or customer | | 0% | 1% | 1% |



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

| | | | | |
|------------|--|-----|-----|-----|
| Yes | | 1% | 1% | 4% |
| No | | 97% | 98% | 94% |
| Don't know | | 1% | 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 | | 72% | 82% | 38% |
| A member of the public | | 11% | 11% | 36% |
| Other | | 6% | 2% | 19% |
| Prefer not to say | | 12% | 6% | 7% |



EXPLORE THE FULL RESULTS

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PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS

| | | | | | | AGREEMENT 2019 | AGREEMENT 2018 |
|--|----|----|----|----|---|----------------|----------------|
| Q1. I am aware how my role contributes to the vision of my organisation | 23 | 58 | 12 | 8 | 1 | 81% | 75% |
| Q2. My team is equipped with the right tools to provide good customer service | 14 | 49 | 18 | 15 | 4 | 63% | 63% |
| Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams | 12 | 44 | 27 | 13 | 4 | 56% | 54% |
| Q4. I have access to the information I need to do my job well | 14 | 57 | 17 | 10 | 2 | 71% | 71% |
| Q5. I feel informed about changes in my organisation | 12 | 44 | 22 | 15 | 7 | 56% | 52% |
| Q6. The people I work with have safe work practices | 28 | 61 | 8 | 3 | 2 | 89% | 88% |
| Q7. My organisation provides opportunity for collaborative work practices | 16 | 54 | 20 | 8 | 2 | 70% | - |
| Q8. Overall, I believe the culture at my workplace has improved over the last 12 months | 13 | 32 | 34 | 14 | 7 | 45% | - |
| Q9. My manager actively supports a diverse and inclusive work environment | 32 | 48 | 14 | 6 | 2 | 80% | - |
| Q10. My manager keeps me informed about key agency directions | 24 | 45 | 18 | 8 | 5 | 70% | - |

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|---------------|--|------------|
| GENDER | | |
| Male | | 44% |
| Female | | 54% |
| Other | | 2% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

| | | PERCENTAGE |
|------------|---|------------|
| AGE | | |
| 15-19 | | 1% |
| 20-24 | █ | 3% |
| 25-29 | █ | 10% |
| 30-34 | █ | 15% |
| 35-39 | █ | 14% |
| 40-44 | █ | 15% |
| 45-49 | █ | 14% |
| 50-54 | █ | 12% |
| 55-59 | █ | 10% |
| 60-64 | █ | 4% |
| 65+ | | 2% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

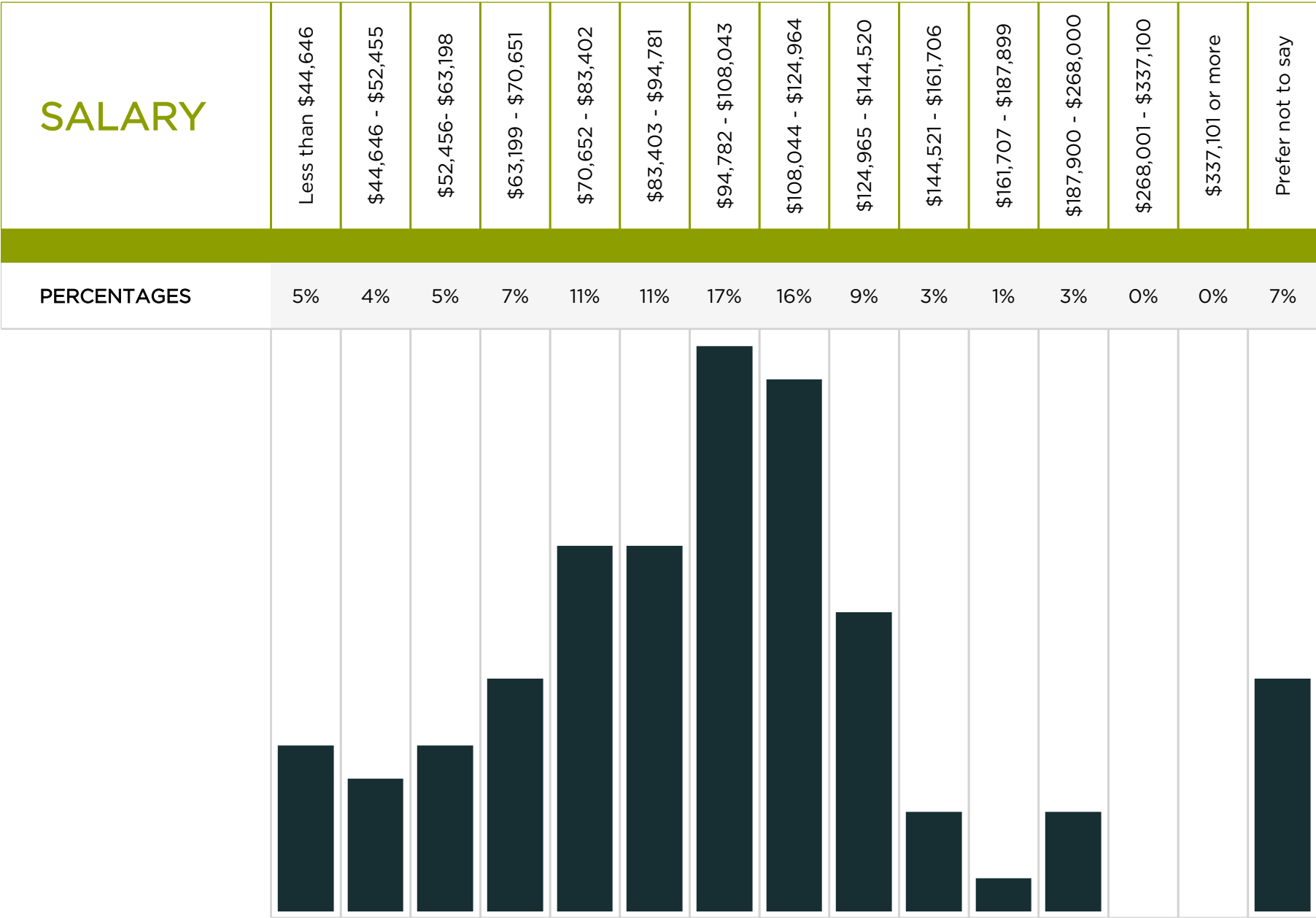
| | PERCENTAGE |
|--|------------|
| TYPE OF WORK | |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | 20% |
| Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 15% |
| Administrative support (e.g. executive/personal assistant, receptionist) | 6% |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | 11% |
| Policy | 5% |
| Research | 4% |
| Program and project management support | 18% |
| Legal (including developing and/or reviewing legislation) | 1% |
| Other | 19% |

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 | | 17% |
| 1 - 2 years | | 15% |
| 2 - 5 years | | 25% |
| 5 - 10 years | | 15% |
| 10 - 20 years | | 19% |
| More than 20 years | | 10% |

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 | | 40% |
| Working additional hours to make up for time off | | 23% |
| Working from different locations | | 22% |
| None of the above | | 17% |
| Working more hours over fewer days | | 15% |
| Part-time work | | 12% |

% are calculated with the number of unique respondents (N = 6,416 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 | 9% |
| Flexible scheduling for rostered workers | 7% |
| Study leave | 2% |
| Other | 2% |
| Job sharing | 2% |
| Purchasing annual leave | 1% |

% are calculated with the number of unique respondents (N = 6,416 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%

| | Planning and Environment | 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 | 6778 | 1291 | 939 | 415 | 730 | 349 | 277 | 1169 | 87 | 1194 |
| EMPLOYEE ENGAGEMENT | 69% | 70% | 69% | 72% | 69% | 64% | 69% | 70% | 79% | 69% |
| ENGAGEMENT WITH WORK | 74% | 73% | 74% | 74% | 73% | 72% | 82% | 76% | 84% | 73% |
| SENIOR MANAGERS | 51% | 48% | 48% | 58% | 58% | 52% | 50% | 53% | 74% | 49% |
| COMMUNICATION | 67% | 63% | 65% | 72% | 72% | 70% | 68% | 71% | 84% | 65% |
| HIGH PERFORMANCE | 66% | 64% | 64% | 71% | 70% | 67% | 66% | 68% | 80% | 64% |
| PUBLIC SECTOR VALUES | 66% | 63% | 63% | 70% | 70% | 67% | 66% | 68% | 82% | 63% |
| DIVERSITY & INCLUSION | 76% | 72% | 75% | 80% | 80% | 79% | 80% | 79% | 86% | 73% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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%

| | Planning and Environment | 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 | 6778 | 310 | 250 | 343 | 474 | 725 | 685 | 1077 | 1055 | 600 | 175 | 58 | 180 | 30 |
| EMPLOYEE ENGAGEMENT | 69% | 71% | 72% | 69% | 71% | 72% | 70% | 69% | 67% | 69% | 69% | 71% | 76% | 84% |
| ENGAGEMENT WITH WORK | 74% | 71% | 75% | 73% | 71% | 75% | 74% | 73% | 75% | 79% | 80% | 76% | 85% | 91% |
| SENIOR MANAGERS | 51% | 47% | 49% | 45% | 48% | 52% | 50% | 49% | 53% | 57% | 55% | 60% | 74% | 78% |
| COMMUNICATION | 67% | 59% | 64% | 59% | 65% | 67% | 67% | 68% | 70% | 74% | 71% | 74% | 81% | 87% |
| HIGH PERFORMANCE | 66% | 63% | 65% | 61% | 64% | 67% | 66% | 65% | 67% | 72% | 69% | 71% | 83% | 85% |
| PUBLIC SECTOR VALUES | 66% | 61% | 63% | 58% | 62% | 66% | 65% | 65% | 68% | 72% | 70% | 73% | 82% | 85% |
| DIVERSITY & INCLUSION | 76% | 68% | 72% | 68% | 71% | 76% | 76% | 78% | 80% | 84% | 79% | 79% | 86% | 92% |

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%

| | Planning and Environment | \$337,101 or more | Prefer not to say |
|------------------------------|--------------------------|-------------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 11 | 451 |
| EMPLOYEE ENGAGEMENT | 69% | (r) | 65% |
| ENGAGEMENT WITH WORK | 74% | (r) | 65% |
| SENIOR MANAGERS | 51% | (r) | 45% |
| COMMUNICATION | 67% | (r) | 58% |
| HIGH PERFORMANCE | 66% | (r) | 59% |
| PUBLIC SECTOR VALUES | 66% | (r) | 59% |
| DIVERSITY & INCLUSION | 76% | (r) | 67% |

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%

| | Planning and Environment | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|------------------------------|--------------------------|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 6778 | 1087 | 965 | 1569 | 962 | 1199 | 613 |
| EMPLOYEE ENGAGEMENT | 69% | 74% | 69% | 68% | 68% | 68% | 70% |
| ENGAGEMENT WITH WORK | 74% | 79% | 73% | 74% | 74% | 72% | 75% |
| SENIOR MANAGERS | 51% | 63% | 55% | 50% | 47% | 46% | 48% |
| COMMUNICATION | 67% | 77% | 70% | 67% | 63% | 62% | 64% |
| HIGH PERFORMANCE | 66% | 73% | 69% | 66% | 63% | 62% | 63% |
| PUBLIC SECTOR VALUES | 66% | 75% | 69% | 66% | 62% | 61% | 63% |
| DIVERSITY & INCLUSION | 76% | 82% | 78% | 77% | 73% | 72% | 74% |

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%

| | Planning and Environment | 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 | 6778 | 4319 | 942 | 1499 | 420 | 788 | 139 | 1439 | 2564 | 90 | 570 | 157 | 150 | 1083 |
| EMPLOYEE ENGAGEMENT | 69% | 70% | 71% | 72% | 75% | 71% | 70% | 71% | 70% | 70% | 70% | 73% | 68% | 67% |
| ENGAGEMENT WITH WORK | 74% | 76% | 77% | 77% | 75% | 77% | 75% | 77% | 77% | 69% | 73% | 77% | 69% | 69% |
| SENIOR MANAGERS | 51% | 54% | 53% | 55% | 54% | 52% | 53% | 56% | 56% | 53% | 56% | 59% | 48% | 45% |
| COMMUNICATION | 67% | 71% | 71% | 73% | 68% | 70% | 71% | 72% | 72% | 70% | 72% | 73% | 63% | 59% |
| HIGH PERFORMANCE | 66% | 69% | 69% | 70% | 67% | 68% | 69% | 70% | 70% | 67% | 68% | 72% | 62% | 59% |
| PUBLIC SECTOR VALUES | 66% | 68% | 68% | 70% | 67% | 68% | 68% | 70% | 70% | 68% | 70% | 72% | 60% | 58% |
| DIVERSITY & INCLUSION | 76% | 81% | 80% | 83% | 78% | 80% | 80% | 82% | 82% | 78% | 80% | 82% | 73% | 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

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

| | Planning and Environment | Sydney East | Sydney West | Sydney - City and Inner South | Sydney - North Sydney and Hornsby | Sydney - Parramatta | Sydney - Inner South West | Hunter Valley exc Newcastle | Far West and Orana | Capital Region | Sydney - Outer West and Blue Mountains | Coffs Harbour - Grafton | Newcastle and Lake Macquarie | Central West |
|-----------------------|--------------------------|-------------|-------------|-------------------------------|-----------------------------------|---------------------|---------------------------|-----------------------------|--------------------|----------------|--|-------------------------|------------------------------|--------------|
| NUMBER OF RESPONDENTS | 6778 | 3564 | 603 | 2686 | 448 | 345 | 274 | 270 | 237 | 182 | 161 | 143 | 140 | 92 |
| EMPLOYEE ENGAGEMENT | 69% | 71% | 71% | 70% | 78% | 69% | 67% | 62% | 69% | 72% | 72% | 70% | 70% | 64% |
| ENGAGEMENT WITH WORK | 74% | 75% | 76% | 74% | 79% | 75% | 72% | 69% | 75% | 81% | 76% | 76% | 77% | 68% |
| SENIOR MANAGERS | 51% | 52% | 57% | 51% | 60% | 58% | 51% | 51% | 56% | 51% | 59% | 53% | 55% | 42% |
| COMMUNICATION | 67% | 68% | 71% | 67% | 70% | 72% | 69% | 65% | 68% | 69% | 69% | 75% | 73% | 51% |
| HIGH PERFORMANCE | 66% | 67% | 70% | 66% | 71% | 70% | 65% | 65% | 67% | 68% | 71% | 70% | 70% | 55% |
| PUBLIC SECTOR VALUES | 66% | 67% | 70% | 66% | 71% | 71% | 66% | 64% | 66% | 66% | 71% | 69% | 70% | 54% |
| DIVERSITY & INCLUSION | 76% | 77% | 78% | 77% | 76% | 80% | 79% | 74% | 74% | 78% | 74% | 83% | 80% | 62% |

*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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| | Planning and Environment | Southern Highlands and Shoalhaven | Illawarra | New England and North West | Riverina | Mid North Coast | Sydney - Eastern Suburbs | Richmond - Tweed | Sydney - Outer South West | Sydney - Inner West | Murray | Central Coast | Sydney - Sutherland | Sydney - Baulkham Hills and Hawkesbury |
|-----------------------|--------------------------|-----------------------------------|-----------|----------------------------|----------|-----------------|--------------------------|------------------|---------------------------|---------------------|--------|---------------|---------------------|--|
| NUMBER OF RESPONDENTS | 6778 | 91 | 80 | 71 | 65 | 57 | 53 | 51 | 50 | 49 | 45 | 41 | 40 | 39 |
| EMPLOYEE ENGAGEMENT | 69% | 61% | 67% | 65% | 73% | 69% | 77% | 72% | 76% | 72% | 78% | 70% | 71% | 75% |
| ENGAGEMENT WITH WORK | 74% | 67% | 74% | 71% | 86% | 76% | 84% | 78% | 82% | 80% | 85% | 76% | 71% | 79% |
| SENIOR MANAGERS | 51% | 37% | 54% | 49% | 56% | 47% | 48% | 62% | 54% | 57% | 71% | 37% | 52% | 44% |
| COMMUNICATION | 67% | 59% | 76% | 61% | 75% | 68% | 69% | 74% | 76% | 73% | 85% | 66% | 68% | 65% |
| HIGH PERFORMANCE | 66% | 55% | 69% | 63% | 74% | 62% | 69% | 71% | 73% | 70% | 79% | 62% | 67% | 63% |
| PUBLIC SECTOR VALUES | 66% | 55% | 69% | 61% | 69% | 61% | 66% | 73% | 70% | 71% | 82% | 58% | 69% | 63% |
| DIVERSITY & INCLUSION | 76% | 69% | 81% | 71% | 85% | 75% | 78% | 83% | 78% | 81% | 88% | 77% | 79% | 72% |

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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Results are rounded and may not add up to 100%

| | Planning and Environment | Sydney - Northern Beaches | Sydney - South West | Outside NSW | Sydney - Blacktown | Sydney - Ryde |
|------------------------------|--------------------------|---------------------------|---------------------|-------------|--------------------|---------------|
| NUMBER OF RESPONDENTS | 6778 | 11 | 5 | 3 | 3 | 3 |
| EMPLOYEE ENGAGEMENT | 69% | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 74% | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 51% | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 67% | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 66% | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 66% | (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

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



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%

| | Planning and Environment | 15-19 | 20-24 | 25-29 | 30-34 | 35-39 | 40-44 | 45-49 | 50-54 | 55-59 | 60-64 | 65+ |
|------------------------------|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|
| NUMBER OF RESPONDENTS | 6778 | 32 | 206 | 625 | 935 | 895 | 958 | 914 | 786 | 638 | 284 | 106 |
| EMPLOYEE ENGAGEMENT | 69% | 74% | 77% | 74% | 69% | 69% | 68% | 68% | 69% | 68% | 69% | 73% |
| ENGAGEMENT WITH WORK | 74% | 73% | 75% | 76% | 73% | 75% | 74% | 75% | 73% | 73% | 78% | 79% |
| SENIOR MANAGERS | 51% | 61% | 60% | 56% | 50% | 53% | 51% | 52% | 51% | 48% | 47% | 50% |
| COMMUNICATION | 67% | 64% | 70% | 71% | 68% | 70% | 67% | 68% | 65% | 65% | 65% | 67% |
| HIGH PERFORMANCE | 66% | 69% | 73% | 71% | 66% | 67% | 66% | 67% | 65% | 63% | 65% | 67% |
| PUBLIC SECTOR VALUES | 66% | 66% | 73% | 69% | 66% | 67% | 65% | 66% | 65% | 63% | 63% | 65% |
| DIVERSITY & INCLUSION | 76% | 74% | 80% | 78% | 77% | 77% | 76% | 77% | 74% | 74% | 74% | 78% |

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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%

| | Planning and Environment | Male | Female | Other |
|------------------------------|--------------------------|-------------|-------------|------------|
| NUMBER OF RESPONDENTS | 6778 | 2818 | 3480 | 131 |
| EMPLOYEE ENGAGEMENT | 69% | 69% | 70% | 56% |
| ENGAGEMENT WITH WORK | 74% | 74% | 75% | 51% |
| SENIOR MANAGERS | 51% | 53% | 51% | 26% |
| COMMUNICATION | 67% | 69% | 67% | 44% |
| HIGH PERFORMANCE | 66% | 67% | 67% | 45% |
| PUBLIC SECTOR VALUES | 66% | 66% | 66% | 43% |
| DIVERSITY & INCLUSION | 76% | 77% | 76% | 55% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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ABORIGINAL AND/OR TORRES STRAIT ISLANDER



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%

| | Planning and Environment | Yes | No | Prefer not to say |
|------------------------------|--------------------------|------------|-------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 210 | 6011 | 243 |
| EMPLOYEE ENGAGEMENT | 69% | 71% | 70% | 56% |
| ENGAGEMENT WITH WORK | 74% | 77% | 75% | 55% |
| SENIOR MANAGERS | 51% | 56% | 52% | 31% |
| COMMUNICATION | 67% | 69% | 68% | 45% |
| HIGH PERFORMANCE | 66% | 69% | 67% | 47% |
| PUBLIC SECTOR VALUES | 66% | 67% | 67% | 46% |
| DIVERSITY & INCLUSION | 76% | 75% | 77% | 54% |

3% of respondents identified as Aboriginal and/or Torres Strait Islander.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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LANGUAGE OTHER THAN ENGLISH



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%

| | Planning and Environment | Yes | No | Prefer not to say |
|------------------------------|--------------------------|------------|-------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 966 | 5269 | 257 |
| EMPLOYEE ENGAGEMENT | 69% | 71% | 70% | 57% |
| ENGAGEMENT WITH WORK | 74% | 76% | 75% | 54% |
| SENIOR MANAGERS | 51% | 59% | 51% | 31% |
| COMMUNICATION | 67% | 72% | 68% | 46% |
| HIGH PERFORMANCE | 66% | 69% | 67% | 48% |
| PUBLIC SECTOR VALUES | 66% | 71% | 66% | 47% |
| DIVERSITY & INCLUSION | 76% | 78% | 77% | 55% |

15% of respondents speak a language other than English at home.

KEY

AT LEAST 5 PERCENTAGE POINTS
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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%

| | Planning and Environment | Yes | No | Prefer not to say |
|------------------------------|--------------------------|------------|-------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 223 | 6041 | 223 |
| EMPLOYEE ENGAGEMENT | 69% | 67% | 70% | 57% |
| ENGAGEMENT WITH WORK | 74% | 69% | 75% | 55% |
| SENIOR MANAGERS | 51% | 46% | 52% | 31% |
| COMMUNICATION | 67% | 61% | 68% | 49% |
| HIGH PERFORMANCE | 66% | 62% | 67% | 47% |
| PUBLIC SECTOR VALUES | 66% | 61% | 67% | 48% |
| DIVERSITY & INCLUSION | 76% | 70% | 77% | 57% |

3% of respondents identified as having a disability.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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%

| | Planning and Environment | Yes | No | Prefer not to say |
|------------------------------|--------------------------|------------|-------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 573 | 5598 | 294 |
| EMPLOYEE ENGAGEMENT | 69% | 65% | 70% | 57% |
| ENGAGEMENT WITH WORK | 74% | 62% | 76% | 56% |
| SENIOR MANAGERS | 51% | 43% | 53% | 33% |
| COMMUNICATION | 67% | 60% | 69% | 49% |
| HIGH PERFORMANCE | 66% | 59% | 68% | 51% |
| PUBLIC SECTOR VALUES | 66% | 58% | 67% | 50% |
| DIVERSITY & INCLUSION | 76% | 69% | 78% | 59% |

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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%

| | Planning and Environment | Yes | No | Prefer not to say |
|------------------------------|--------------------------|------------|-------------|-------------------|
| NUMBER OF RESPONDENTS | 6778 | 418 | 5732 | 311 |
| EMPLOYEE ENGAGEMENT | 69% | 72% | 70% | 57% |
| ENGAGEMENT WITH WORK | 74% | 75% | 75% | 58% |
| SENIOR MANAGERS | 51% | 53% | 52% | 33% |
| COMMUNICATION | 67% | 69% | 68% | 49% |
| HIGH PERFORMANCE | 66% | 67% | 67% | 50% |
| PUBLIC SECTOR VALUES | 66% | 67% | 67% | 49% |
| DIVERSITY & INCLUSION | 76% | 78% | 77% | 59% |

6% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

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

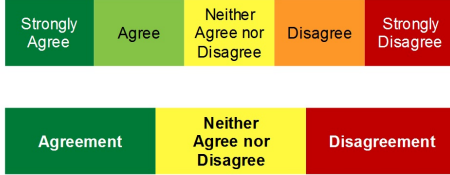
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.