



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Planning and Environment

State Library of NSW



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
Team Comparison	10
All Questions by Topic	11
Profile of Respondents	38
Results by Select Demographics	45
Report Guide	55

RESPONSE RATE

82%

266 OF 326 RESPONDENTS

RESPONSE RATE 2018: 69%

EMPLOYEE ENGAGEMENT

77%

DIFFERENCE FROM 2018 **+2**
(75%)

DIFFERENCE FROM CLUSTER **+8**
(69%)

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

ENGAGEMENT WITH WORK

82%

DIFFERENCE FROM 2018 **+3**
(79%)

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

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

SENIOR MANAGERS

57%

DIFFERENCE FROM 2018 **+5**
(52%)

DIFFERENCE FROM CLUSTER **+6**
(51%)

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

COMMUNICATION

71%

DIFFERENCE FROM 2018 **0**
(70%)

DIFFERENCE FROM CLUSTER **+3**
(67%)

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

HIGH PERFORMANCE

71%

DIFFERENCE FROM 2018 **+2**
(70%)

DIFFERENCE FROM CLUSTER **+5**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(65%)

PUBLIC SECTOR VALUES

71%

DIFFERENCE FROM 2018 **+3**
(68%)

DIFFERENCE FROM CLUSTER **+5**
(66%)

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

DIVERSITY & INCLUSION

79%

DIFFERENCE FROM 2018 **-1**
(80%)

DIFFERENCE FROM CLUSTER **+3**
(76%)

DIFFERENCE FROM PUBLIC SECTOR **+10**
(69%)

FLEXIBLE WORKING SATISFACTION

84%

DIFFERENCE FROM 2018 **+2**
(82%)

DIFFERENCE FROM CLUSTER **+12**
(72%)

DIFFERENCE FROM PUBLIC SECTOR **+25**
(59%)

ACTION ON RESULTS

48%

DIFFERENCE FROM 2018 **+14**
(34%)

DIFFERENCE FROM CLUSTER **+1**
(47%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	95%	94%
2a. My workgroup strives to achieve customer/client satisfaction	94%	93%
1h. I am comfortable notifying my manager if I become aware of any risks at work	94%	-
1g. I know how to address a health and safety issue I have identified	92%	88%
2c. I receive help and support from other members of my workgroup	90%	92%
7j. I am proud to tell others I work for my organisation	89%	82%
2b. My workgroup works collaboratively to achieve its objectives	88%	85%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	83%
1c. My job gives me a feeling of personal accomplishment	84%	81%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	84%	82%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	41%	40%
7c. I feel that change is managed well in my organisation	44%	38%
5h. My manager deals appropriately with employees who perform poorly	46%	44%
7g. I have confidence in the way recruitment decisions are made	48%	50%
3g. I am satisfied with the opportunities available for career development in my organisation	48%	50%
10a. I believe action will be taken on the results from this survey by my organisation	48%	34%
6b. I feel that senior managers effectively lead and manage change	51%	44%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	51%	52%
7d. There is good co-operation between teams across our organisation	52%	53%
7e. People in my organisation take responsibility for their own actions	52%	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
10a. I believe action will be taken on the results from this survey by my organisation	48%	34%
7a. My organisation focuses on improving the work we do	79%	68%
6a. I believe senior managers provide clear direction for the future of the organisation	61%	51%
6g. I feel that senior managers keep employees informed about what's going on	62%	52%
7b. My organisation is making the necessary improvements to meet our future challenges	67%	58%
1b. I am provided with the support I need to do my best at work	79%	71%
7i. I would recommend my organisation as a great place to work	83%	75%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	71%	64%
7j. I am proud to tell others I work for my organisation	89%	82%
7c. I feel that change is managed well in my organisation	44%	38%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
5b. My manager listens to what I have to say	82%	89%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	85%
5d. My manager encourages and values employee input	78%	82%
5c. My manager communicates effectively with me	78%	81%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	81%
3g. I am satisfied with the opportunities available for career development in my organisation	48%	50%
5g. My manager provides acknowledgement or other recognition for the work I do	76%	79%
8c. I am able to speak up and share a different view to my colleagues and manager	75%	78%
7g. I have confidence in the way recruitment decisions are made	48%	50%
2c. I receive help and support from other members of my workgroup	90%	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



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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



Q5h. My manager deals appropriately with employees who perform poorly



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



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



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: 266

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	35	Senior Executive (ongoing/permanent or term)	1	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	33
Female	65	Ongoing/Permanent (other than senior executive)	79	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)	21
Other	1	Temporary (including temporary teachers and graduates)	6	Administrative support (e.g. executive/personal assistant, receptionist)	3
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13
		Contract – Non Executive	10	Policy	2
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	3	Research	2
		Other	0	Program and project management support	10
		Don't know	0	Legal (including developing and/or reviewing legislation)	0
				Other	15
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	16	Yes	5	Less than 1 year	7
35 - 54 years	55	No	95	1 - 2 years	12
55+ years	28			2 - 5 years	23
		Supervisors	Survey %	5 - 10 years	15
		Yes	33	10 - 20 years	16
		No	67	More than 20 years	27
		Working arrangement	Survey %		
		Full-time	77	Salary	Survey %
		Part-time	23	\$83,402 and below	34
				\$83,403 - \$108,043	37
				\$108,044 - \$144,520	20
				\$144,521 and above	2
				Prefer not to say	7
LOTE spoken at home	Survey %				
Yes	21				
No	72				
Prefer not to say	7				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	95				
Prefer not to say	3				
Disability	Survey %				
Yes	6				
No	90				
Prefer not to say	4				
LGBTI	Survey %				
Yes	7				
No	88				
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.

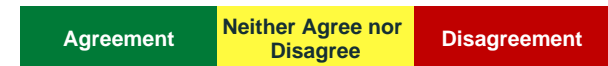
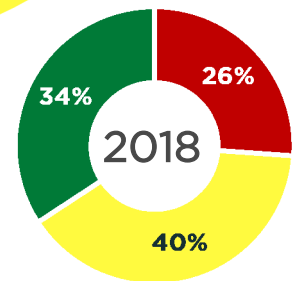
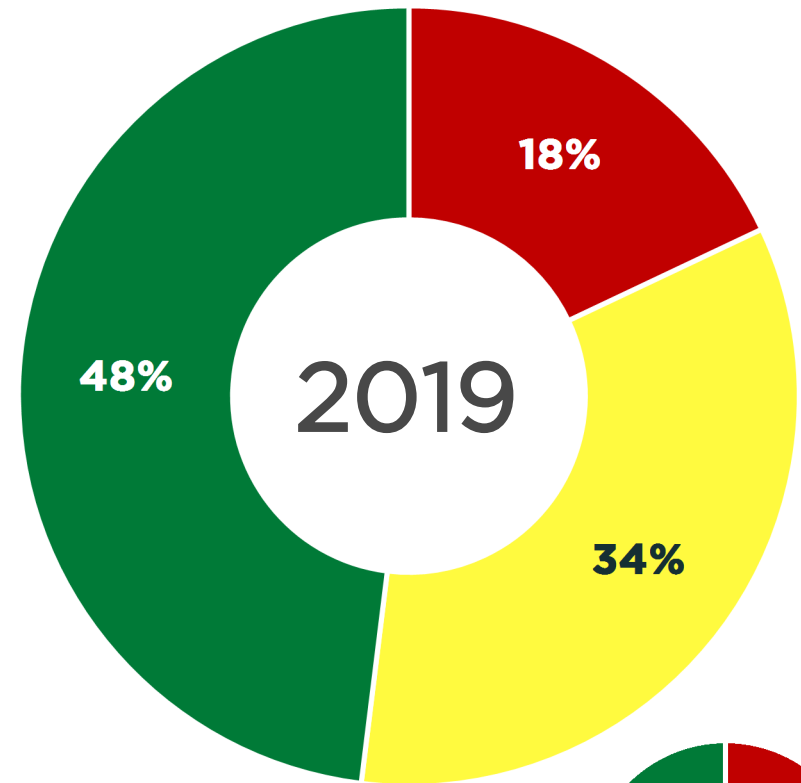
Results are rounded and may not add up to 100%

48%

of employees replied favourably to:

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

39%	47%	34%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7b. My organisation is making the necessary improvements to meet our future challenges	67%	58%	55%	57%
2	Q7a. My organisation focuses on improving the work we do	79%	68%	68%	69%
3	Q7f. My organisation is committed to developing its employees	61%	61%	52%	53%
4	Q6d. Senior managers encourage innovation by employees	57%	54%	51%	51%
5	Q5f. I have confidence in the decisions my manager makes	77%	78%	73%	69%
6	Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	85%	79%	76%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for State Library of NSW

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

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

	State Library of NSW	Digital Experience Division	Library and Information Services	Mitchell Librarian and Education and Scholarship	Operations and Infrastructure and Office of the State Librarian	Public Libraries and Engagement
NUMBER OF RESPONDENTS	266	36	142	11	33	41
EMPLOYEE ENGAGEMENT	77%	75%	77%	85%	81%	77%
ENGAGEMENT WITH WORK	82%	69%	82%	94%	85%	83%
SENIOR MANAGERS	57%	59%	55%	72%	67%	47%
COMMUNICATION	71%	79%	69%	71%	76%	62%
HIGH PERFORMANCE	71%	74%	68%	85%	80%	67%
PUBLIC SECTOR VALUES	71%	75%	69%	80%	77%	65%
DIVERSITY & INCLUSION	79%	82%	77%	84%	86%	76%

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

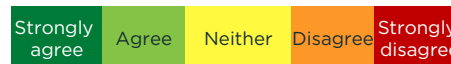
Questions are grouped by topics in this report.

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	77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q7i. I would recommend my organisation as a great place to work	34	49	13	83%	75%	68%	62%
Q7j. I am proud to tell others I work for my organisation	45	44	10	89%	82%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	39	42	16	81%	80%	69%	64%
Q7l. My organisation motivates me to help it achieve its objectives	24	48	21	72%	70%	60%	56%
Q7m. My organisation inspires me to do the best in my job	27	44	23	72%	71%	60%	56%

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%

ENGAGEMENT WITH WORK	82% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	39	45	11	84%	81%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	38	43	13	82%	80%	75%	72%
Q1e. I am satisfied with my job	33	47	15	79%	77%	70%	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%

SENIOR MANAGERS	57% 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	13	48	25	10	61%	51%	51%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	39	32	13	51%	44%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	15	47	27	8	62%	58%	54%	52%
Q6d. Senior managers encourage innovation by employees	14	43	32	8	57%	54%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	37	38	8	51%	52%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	50	22		71%	64%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	46	24	11	62%	52%	54%	48%
Q6h. I feel that senior managers listen to employees	12	42	31	11	54%	53%	47%	44%
Q7c. I feel that change is managed well in my organisation	9	35	36	18	44%	38%	35%	42%

KEY





EXPLORE THE FULL RESULTS

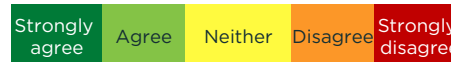
Questions are grouped by topics in this report.

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	71% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	32	46	13	7	78%	81%	76%	72%
Q5d. My manager encourages and values employee input	32	46	16	6	78%	82%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	29	46	16	9	76%	74%	72%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	16	46	24	11	62%	52%	54%	48%
Q6h. I feel that senior managers listen to employees	12	42	31	11	54%	53%	47%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	54	17	8	75%	78%	75%	69%

KEY





EXPLORE THE FULL RESULTS

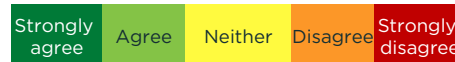
Questions are grouped by topics in this report.

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	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q1a. I understand what is expected of me to do well in my role	45	51	95%	94%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	43	45	8	88%	85%	82%	79%	
Q3f. I have received appropriate training and development to do my job well	20	52	20	72%	74%	62%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	50	16	78%	81%	79%	75%	
Q5f. I have confidence in the decisions my manager makes	32	44	16	77%	78%	73%	69%	
Q6d. Senior managers encourage innovation by employees	14	43	32	8	57%	54%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	37	38	8	51%	52%	56%	53%
Q7a. My organisation focuses on improving the work we do	19	60	17	79%	68%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	18	49	25	7	67%	58%	55%	57%

KEY



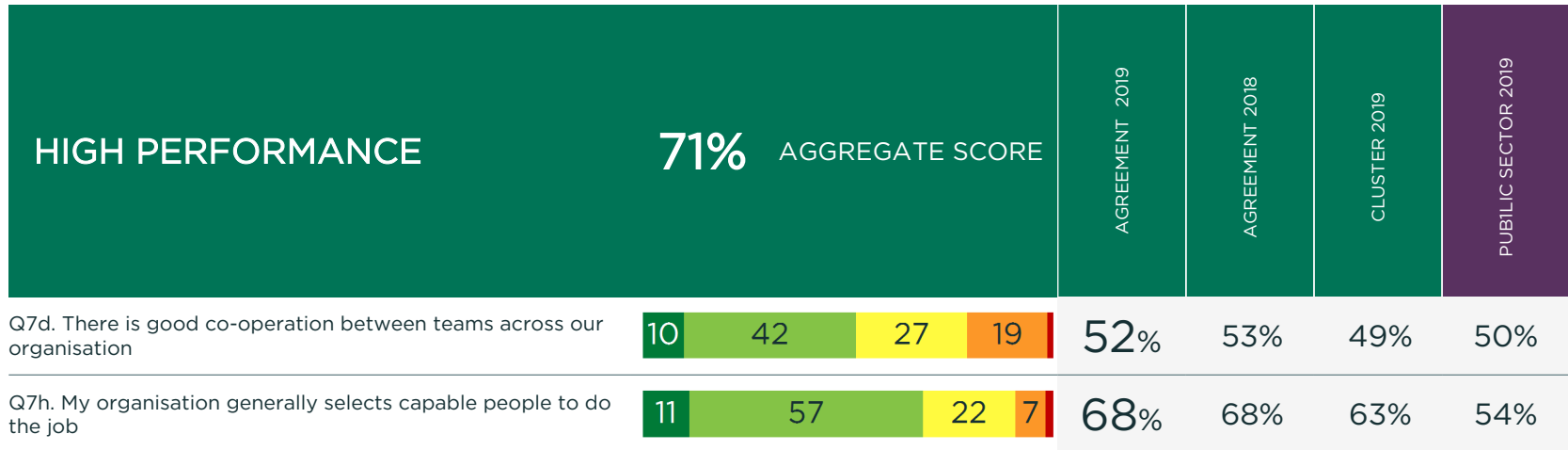


EXPLORE THE FULL RESULTS

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	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	50	44	94%	93%	89%	86%	
Q2e. People in my workgroup treat each other with respect	40	42	10	82%	83%	82%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	50	16	78%	81%	79%	75%	
Q5b. My manager listens to what I have to say	34	48	12	82%	89%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	48	25	10	61%	51%	51%	51%
Q6c. I feel that senior managers model the values of my organisation	15	47	27	8	62%	58%	54%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	50	22		71%	64%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	46	24	11	62%	52%	54%	48%
Q6h. I feel that senior managers listen to employees	12	42	31	11	54%	53%	47%	44%

KEY





EXPLORE THE FULL RESULTS

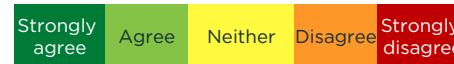
Questions are grouped by topics in this report.

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%

PUBLIC SECTOR VALUES	71% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
	Q7a. My organisation focuses on improving the work we do	19	60	17		79%	68%	68%
Q7e. People in my organisation take responsibility for their own actions	8	44	34	11	52%	52%	49%	48%

KEY





EXPLORE THE FULL RESULTS

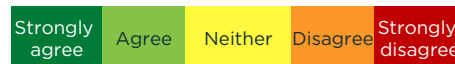
Questions are grouped by topics in this report.

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	79% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	25	54	12	8	79%	71%	68%	67%
Q5b. My manager listens to what I have to say	34	48	12		82%	89%	82%	76%
Q5d. My manager encourages and values employee input	32	46	16		78%	82%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	24	39	29		63%	62%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	55	12		84%	83%	82%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	34	47	13		81%	85%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	54	17		75%	78%	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>	42	42	12		84%	82%	72%	59%
Q8e. My manager supports flexible working in my team	41	43	13		84%	85%	77%	63%

KEY



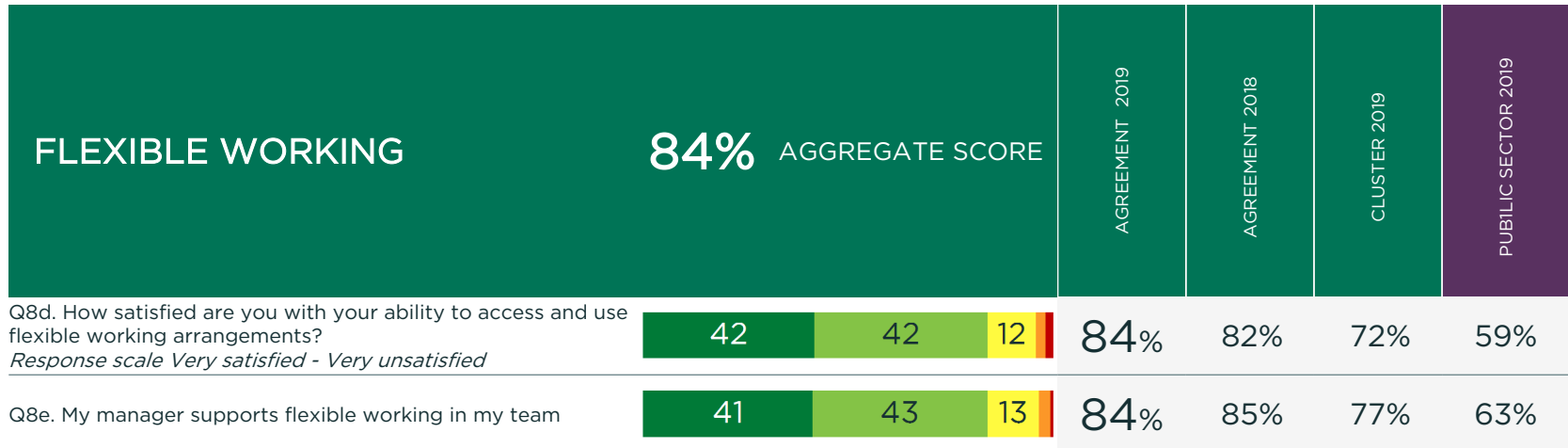


EXPLORE THE FULL RESULTS

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



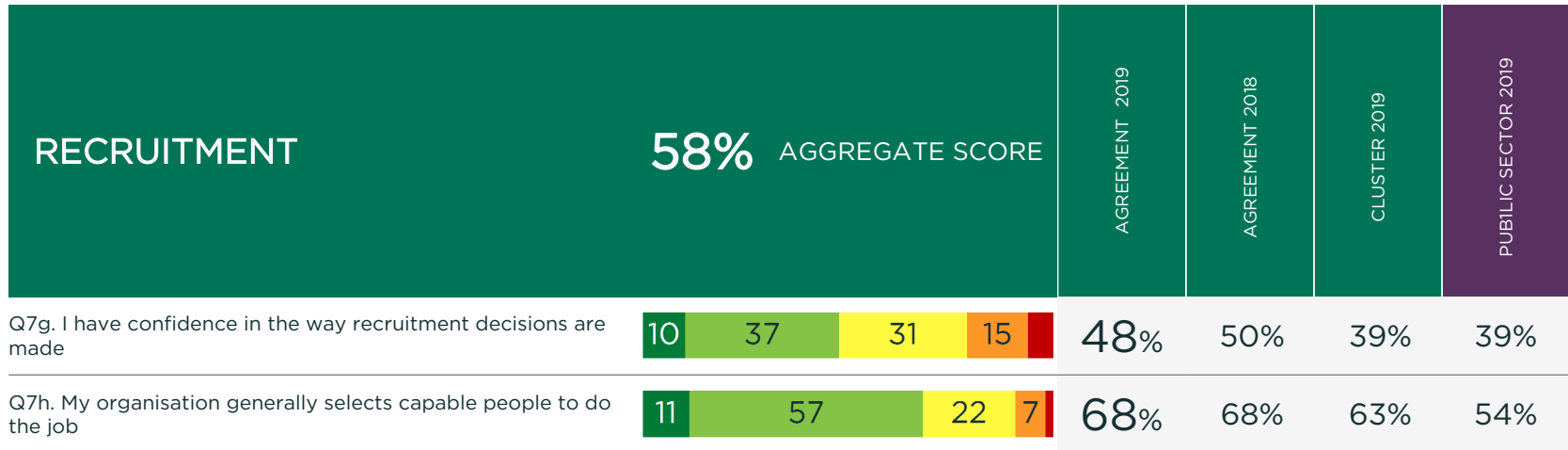


EXPLORE THE FULL RESULTS

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.

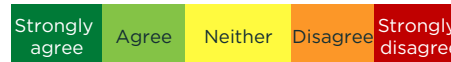
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

63% 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	23	53	17	77%	78%	69%	66%
Q3e. My performance is assessed against clear criteria	19	52	20	71%	72%	55%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	33	30	48%	50%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	35	41	16	76%	79%	77%	69%
Q5h. My manager deals appropriately with employees who perform poorly	13	33	37	46%	44%	48%	48%
Q7f. My organisation is committed to developing its employees	15	46	29	61%	61%	52%	53%

KEY





EXPLORE THE FULL RESULTS

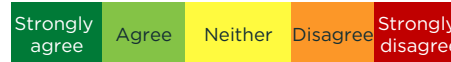
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	80% 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	25	54	12	8	79%	71%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	18	50	20	11	68%	66%	64%	61%
Q2c. I receive help and support from other members of my workgroup	45	45			90%	92%	85%	81%
Q2d. There is good team spirit in my workgroup	43	39	11		82%	77%	76%	70%

KEY



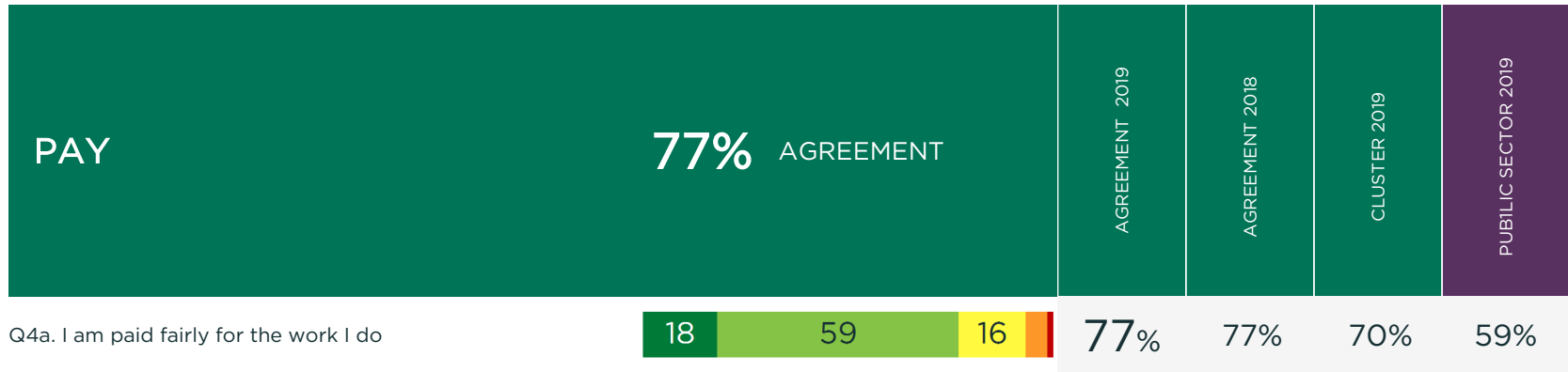


EXPLORE THE FULL RESULTS

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



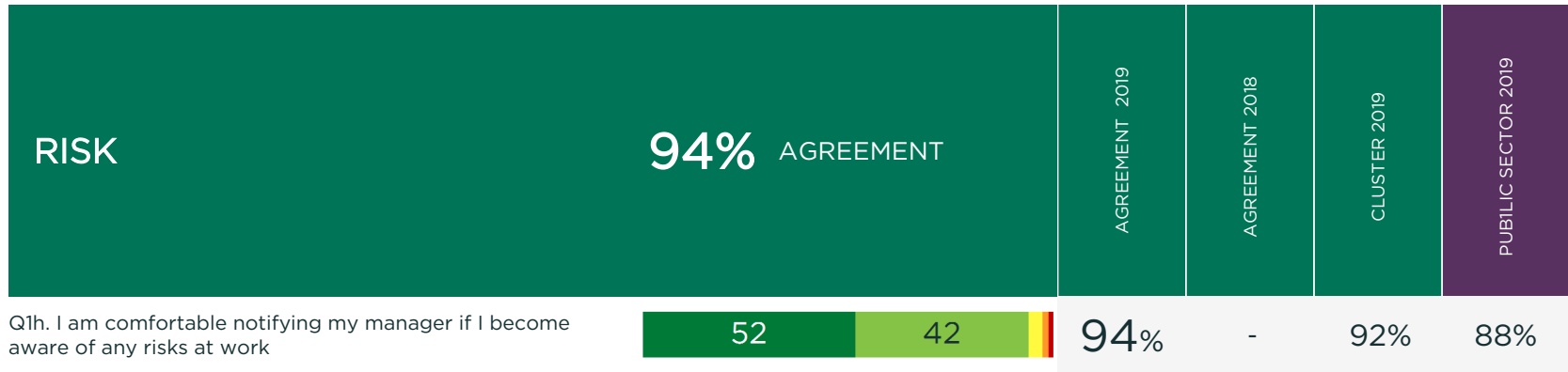


EXPLORE THE FULL RESULTS

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.

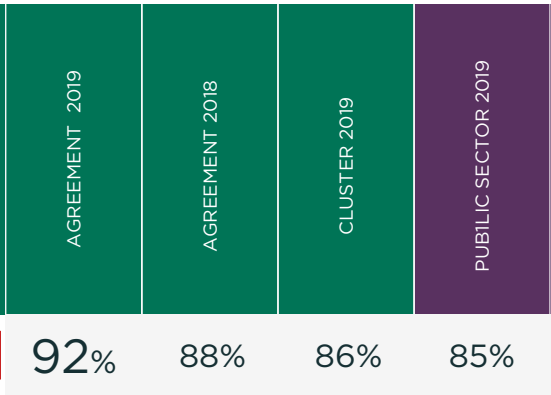
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

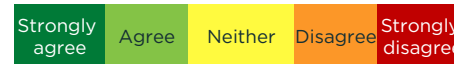
HEALTH & SAFETY

92% AGREEMENT

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

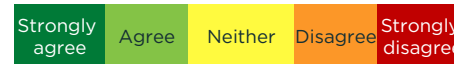
ACTION ON RESULTS

48% AGREEMENT

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



KEY



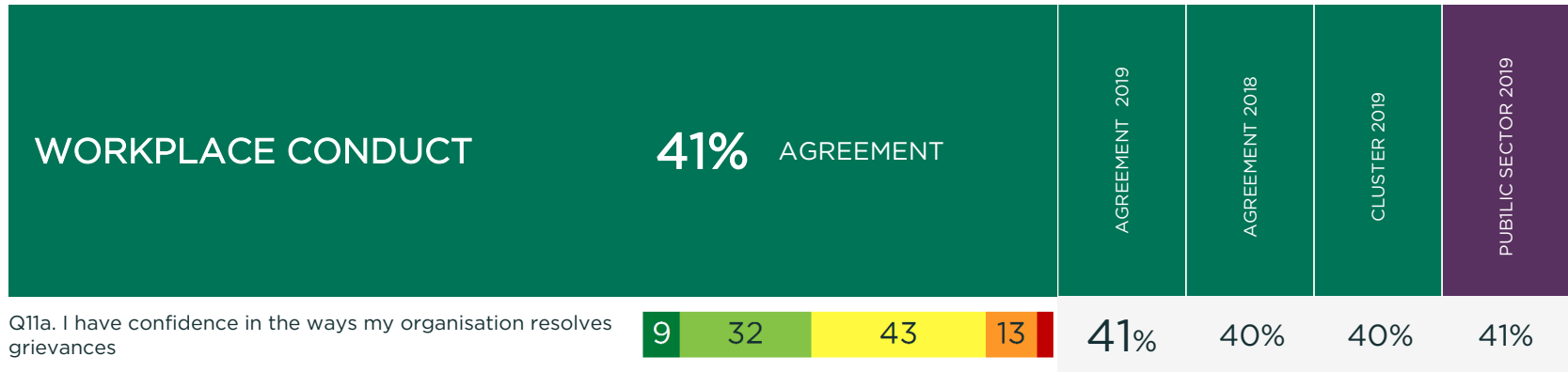


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY

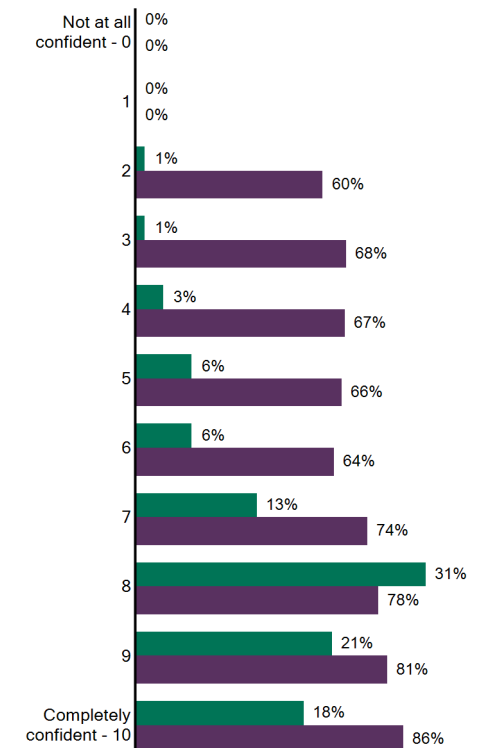
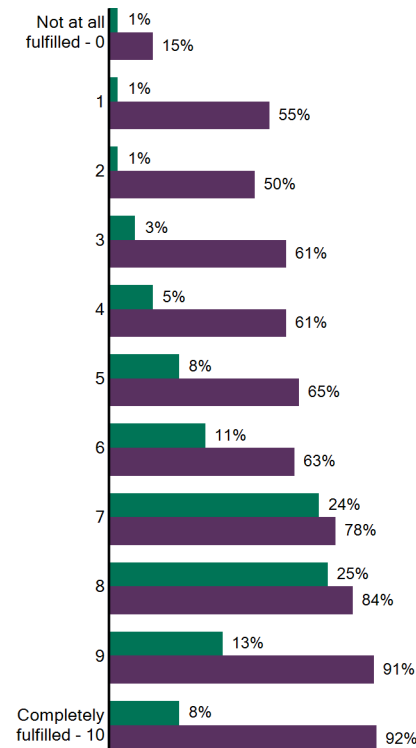
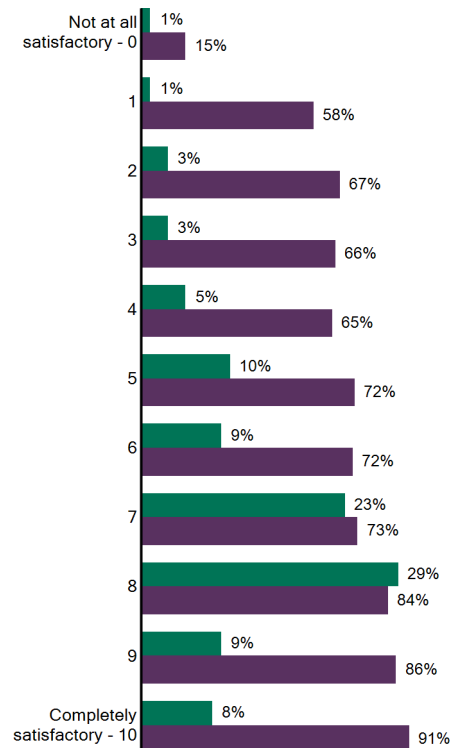


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		90%	94%	73%	71%
No		10%	6%	27%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		88%	87%	81%	76%
No		12%	13%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		73%	72%	63%	60%
No		27%	28%	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		30%	35%	43%	41%
No		70%	65%	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		43%	43%	38%	28%
Lack of visible opportunities		42%	48%	41%	29%
Personal/family considerations		28%	23%	28%	29%
There are no major barriers to my career progression		26%	27%	23%	29%
Lack of support for temporary assignments/secondments		17%	14%	16%	15%
The application/recruitment process is too cumbersome or time consuming		17%	17%	23%	22%
Geographic location considerations		14%	15%	29%	25%
Lack of required capabilities or experience		13%	13%	13%	11%
Insufficient training and development		10%	9%	15%	15%
Other		7%	9%	9%	9%
Lack of support from my manager/supervisor		6%	7%	11%	13%

% are calculated with the number of unique respondents (N = 252 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		21%	18%	22%	27%
No		61%	66%	63%	56%
Don't know		18%	17%	15%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		53%	74%	58%	65%
No		42%	26%	39%	32%
Don't know		6%	-	4%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		27%	32%	27%	33%
No		58%	55%	64%	57%
Don't know		15%	12%	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		13%	13%	13%	18%
No		79%	81%	81%	75%
Don't know		8%	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

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		42%	43%	27%	27%
Your immediate manager/supervisor		21%	13%	24%	23%
A senior manager		18%	17%	22%	21%
A subordinate		9%	10%	6%	7%
A client or customer		3%	-	2%	3%
Other		3%	7%	6%	5%
Prefer not to say		3%	10%	13%	13%
A member of the public other than a client or customer		0%	-	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

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	0%	-	1%	4%
No	98%	98%	97%	94%
Don't know	2%	2%	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

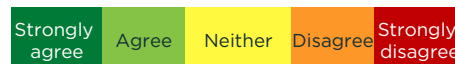
Questions are grouped by topics in this report.

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%

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	27	62	11			89%	82%	81%
Q2. My team is equipped with the right tools to provide good customer service	19	56	14	10		75%	63%	63%
Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams	9	32	49	9		41%	38%	56%
Q4. I have access to the information I need to do my job well	22	60	13			82%	77%	71%
Q5. I feel informed about changes in my organisation	16	52	21	9		68%	62%	56%
Q6. The people I work with have safe work practices	27	64	7			92%	91%	89%
Q7. My organisation provides opportunity for collaborative work practices	16	59	20			75%	-	70%
Q8. Overall, I believe the culture at my workplace has improved over the last 12 months	13	41	36	9		54%	-	45%
Q9. My manager actively supports a diverse and inclusive work environment	24	53	19			77%	-	80%
Q10. My manager keeps me informed about key agency directions	21	50	20	9		71%	-	70%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		35%
Female		65%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		1%
25-29	█	4%
30-34	█	11%
35-39	█	11%
40-44	█	12%
45-49	█	14%
50-54	█	18%
55-59	█	16%
60-64	█	9%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

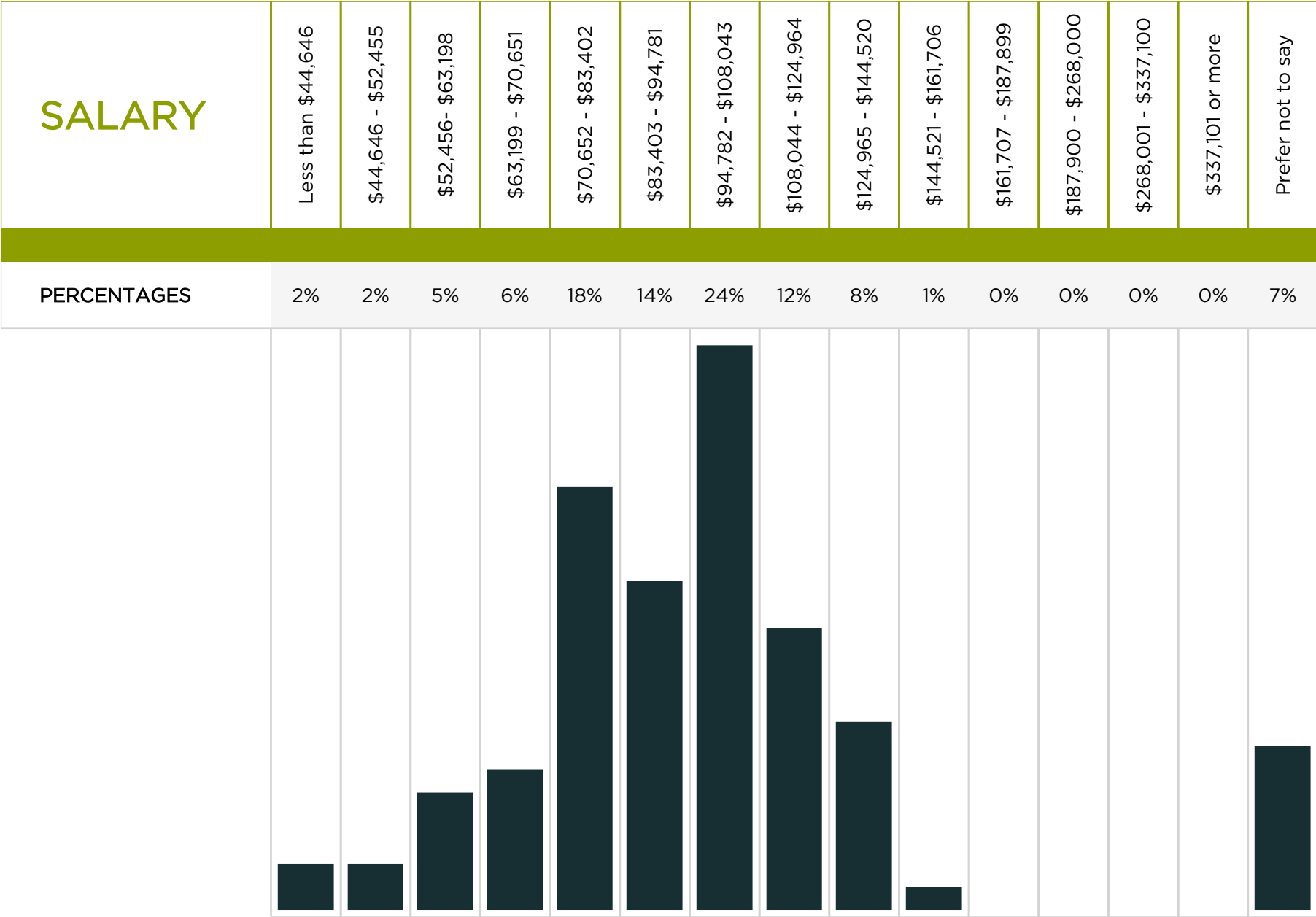
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	33%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	21%
Administrative support (e.g. executive/personal assistant, receptionist)	3%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	13%
Policy	2%
Research	2%
Program and project management support	10%
Legal (including developing and/or reviewing legislation)	0%
Other	15%

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		7%
1 - 2 years		12%
2 - 5 years		23%
5 - 10 years		15%
10 - 20 years		16%
More than 20 years		27%

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		77%
Working additional hours to make up for time off		25%
Part-time work		21%
Working more hours over fewer days		13%
Working from home		12%
None of the above		10%
Flexible scheduling for rostered workers		9%

% are calculated with the number of unique respondents (N = 252 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%
Working from different locations		4%
Study leave		3%
Other		2%
Job sharing		1%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 252 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%

	State Library of 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	266	83	54	8	34	6	5	25	0	38
EMPLOYEE ENGAGEMENT	77%	80%	75%	(r)	81%	(r)	(r)	(r)	(r)	74%
ENGAGEMENT WITH WORK	82%	86%	75%	(r)	79%	(r)	(r)	(r)	(r)	80%
SENIOR MANAGERS	57%	60%	53%	(r)	71%	(r)	(r)	(r)	(r)	49%
COMMUNICATION	71%	69%	67%	(r)	81%	(r)	(r)	(r)	(r)	67%
HIGH PERFORMANCE	71%	72%	67%	(r)	81%	(r)	(r)	(r)	(r)	67%
PUBLIC SECTOR VALUES	71%	72%	68%	(r)	82%	(r)	(r)	(r)	(r)	65%
DIVERSITY & INCLUSION	79%	76%	81%	(r)	87%	(r)	(r)	(r)	(r)	76%

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%

	State Library of 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	266	5	6	13	16	46	34	59	31	20	2	1	1	0
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	(r)	(r)	78%	77%	77%	80%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	82%	86%	82%	88%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	60%	52%	55%	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	71%	63%	74%	81%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	69%	73%	68%	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	72%	66%	71%	74%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	81%	76%	82%	85%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	State Library of NSW	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	266	0	17
EMPLOYEE ENGAGEMENT	77%	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)
COMMUNICATION	71%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	State Library of NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	266	17	29	59	39	41	67
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	76%	76%	75%	79%
ENGAGEMENT WITH WORK	82%	(r)	(r)	85%	85%	79%	82%
SENIOR MANAGERS	57%	(r)	(r)	57%	59%	46%	60%
COMMUNICATION	71%	(r)	(r)	75%	70%	60%	71%
HIGH PERFORMANCE	71%	(r)	(r)	71%	74%	64%	72%
PUBLIC SECTOR VALUES	71%	(r)	(r)	71%	72%	65%	70%
DIVERSITY & INCLUSION	79%	(r)	(r)	83%	80%	74%	77%

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%

	State Library of 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	266	194	33	62	23	54	3	9	29	2	19	7	6	24
EMPLOYEE ENGAGEMENT	77%	78%	81%	76%	(r)	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	83%	89%	77%	(r)	93%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	58%	61%	60%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	74%	80%	73%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	73%	78%	72%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	72%	77%	72%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	82%	88%	80%	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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%

	State Library of NSW	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Inner South West	Sydney - Outer South West	Sydney - Parramatta	Sydney - Ryde	Sydney - Sutherland	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana
NUMBER OF RESPONDENTS	266	232	2	229	1	1	1	1	1	0	0	0	0	0
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	State Library of NSW	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	266	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	State Library of NSW	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer West and Blue Mountains	Sydney - South West
NUMBER OF RESPONDENTS	266	0	0	0	0	0
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(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%

	State Library of 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	266	1	2	11	27	28	30	36	46	41	23	8
EMPLOYEE ENGAGEMENT	77%	(r)	(r)	(r)	(r)	(r)	76%	78%	74%	81%	(r)	(r)
ENGAGEMENT WITH WORK	82%	(r)	(r)	(r)	(r)	(r)	82%	85%	74%	89%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	48%	58%	52%	62%	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)	67%	77%	67%	74%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	67%	74%	67%	75%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	65%	74%	67%	75%	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	75%	84%	75%	84%	(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%

	State Library of NSW	Male	Female	Other
NUMBER OF RESPONDENTS	266	88	164	2
EMPLOYEE ENGAGEMENT	77%	79%	78%	(r)
ENGAGEMENT WITH WORK	82%	81%	84%	(r)
SENIOR MANAGERS	57%	62%	56%	(r)
COMMUNICATION	71%	79%	69%	(r)
HIGH PERFORMANCE	71%	76%	71%	(r)
PUBLIC SECTOR VALUES	71%	77%	70%	(r)
DIVERSITY & INCLUSION	79%	86%	78%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

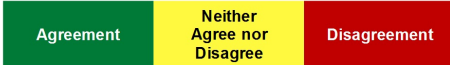
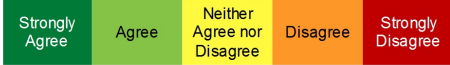
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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

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

i HOW TO READ THIS REPORT

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



i ROUNDING

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

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

i MORE DETAILS ABOUT METHODOLOGY

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