



2019 | NSW Public Sector
Employee Survey

CLUSTER REPORT

Premier and Cabinet



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
Cluster Comparison	10
Agency Comparison	11
All Questions by Topic	12
Profile of Respondents	41
Results by Select Demographics	48
Report Guide	63

RESPONSE RATE

84%

953 OF 1,130 RESPONDENTS

RESPONSE RATE 2018: 100%

EMPLOYEE ENGAGEMENT

69%

DIFFERENCE FROM 2018 -2 (71%)

DIFFERENCE FROM PUBLIC SECTOR +4 (66%)

ENGAGEMENT WITH WORK

74%

DIFFERENCE FROM 2018 -1 (75%)

DIFFERENCE FROM PUBLIC SECTOR +1 (73%)

SENIOR MANAGERS

61%

DIFFERENCE FROM 2018 -2 (63%)

DIFFERENCE FROM PUBLIC SECTOR +11 (50%)

COMMUNICATION

71%

DIFFERENCE FROM 2018 -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +9 (62%)

HIGH PERFORMANCE

73%

DIFFERENCE FROM 2018 -1 (74%)

DIFFERENCE FROM PUBLIC SECTOR +8 (65%)

PUBLIC SECTOR VALUES

73%

DIFFERENCE FROM 2018 -1 (74%)

DIFFERENCE FROM PUBLIC SECTOR +10 (62%)

DIVERSITY & INCLUSION

81%

DIFFERENCE FROM 2018 +2 (79%)

DIFFERENCE FROM PUBLIC SECTOR +12 (69%)

FLEXIBLE WORKING SATISFACTION

84%

DIFFERENCE FROM 2018 +3 (81%)

DIFFERENCE FROM PUBLIC SECTOR +26 (59%)

ACTION ON RESULTS

56%

DIFFERENCE FROM 2018 -3 (60%)

DIFFERENCE FROM PUBLIC SECTOR +17 (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
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	92%	-
8e. My manager supports flexible working in my team	88%	84%
2c. I receive help and support from other members of my workgroup	87%	88%
1a. I understand what is expected of me to do well in my role	86%	87%
2b. My workgroup works collaboratively to achieve its objectives	85%	86%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	80%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	84%	81%
2e. People in my workgroup treat each other with respect	84%	83%
5b. My manager listens to what I have to say	82%	84%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	45%	44%
7g. I have confidence in the way recruitment decisions are made	46%	47%
7c. I feel that change is managed well in my organisation	46%	49%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	52%
5h. My manager deals appropriately with employees who perform poorly	53%	51%
6h. I feel that senior managers listen to employees	55%	60%
6b. I feel that senior managers effectively lead and manage change	55%	58%
10a. I believe action will be taken on the results from this survey by my organisation	56%	60%
3e. My performance is assessed against clear criteria	57%	61%
7k. I feel a strong personal attachment to my organisation	58%	60%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
6i. Senior managers in my organisation support the career advancement of women	79%	74%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	80%
4a. I am paid fairly for the work I do	82%	78%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	84%	81%
8e. My manager supports flexible working in my team	88%	84%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	80%	78%
2d. There is good team spirit in my workgroup	81%	78%
5h. My manager deals appropriately with employees who perform poorly	53%	51%
8c. I am able to speak up and share a different view to my colleagues and manager	78%	76%
2a. My workgroup strives to achieve customer/client satisfaction	94%	93%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7i. I would recommend my organisation as a great place to work	69%	75%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	52%
6h. I feel that senior managers listen to employees	55%	60%
7f. My organisation is committed to developing its employees	65%	69%
3e. My performance is assessed against clear criteria	57%	61%
7m. My organisation inspires me to do the best in my job	63%	66%
7j. I am proud to tell others I work for my organisation	78%	81%
10a. I believe action will be taken on the results from this survey by my organisation	56%	60%
6a. I believe senior managers provide clear direction for the future of the organisation	58%	62%
7c. I feel that change is managed well in my organisation	46%	49%



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



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



Q7k. I feel a strong personal attachment to 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



Q5h. My manager deals appropriately with employees who perform poorly



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



Q7k. I feel a strong personal attachment to 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



Q5h. My manager deals appropriately with employees who perform poorly



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



Q7k. I feel a strong personal attachment to 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: 953

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	34	Senior Executive (ongoing/permanent or term)	15	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	4
Female	64	Ongoing/Permanent (other than senior executive)	60	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4
Other	2	Temporary (including temporary teachers and graduates)	9	Administrative support (e.g. executive/personal assistant, receptionist)	8
		Casual	2	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	19
		Contract – Non Executive	9	Policy	21
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	4	Research	4
		Other	0	Program and project management support	22
		Don't know	1	Legal (including developing and/or reviewing legislation)	4
				Other	15
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	32	Yes	15	Less than 1 year	27
35 - 54 years	54	No	85	1 - 2 years	20
55+ years	13			2 - 5 years	29
		Supervisors	Survey %	5 - 10 years	13
		Yes	36	10 - 20 years	8
		No	64	More than 20 years	3
		Working arrangement	Survey %		
		Full-time	87	Salary	Survey %
		Part-time	13	\$83,402 and below	11
				\$83,403 - \$108,043	23
				\$108,044 - \$144,520	34
				\$144,521 and above	21
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	16				
No	79				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	94				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	92				
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%

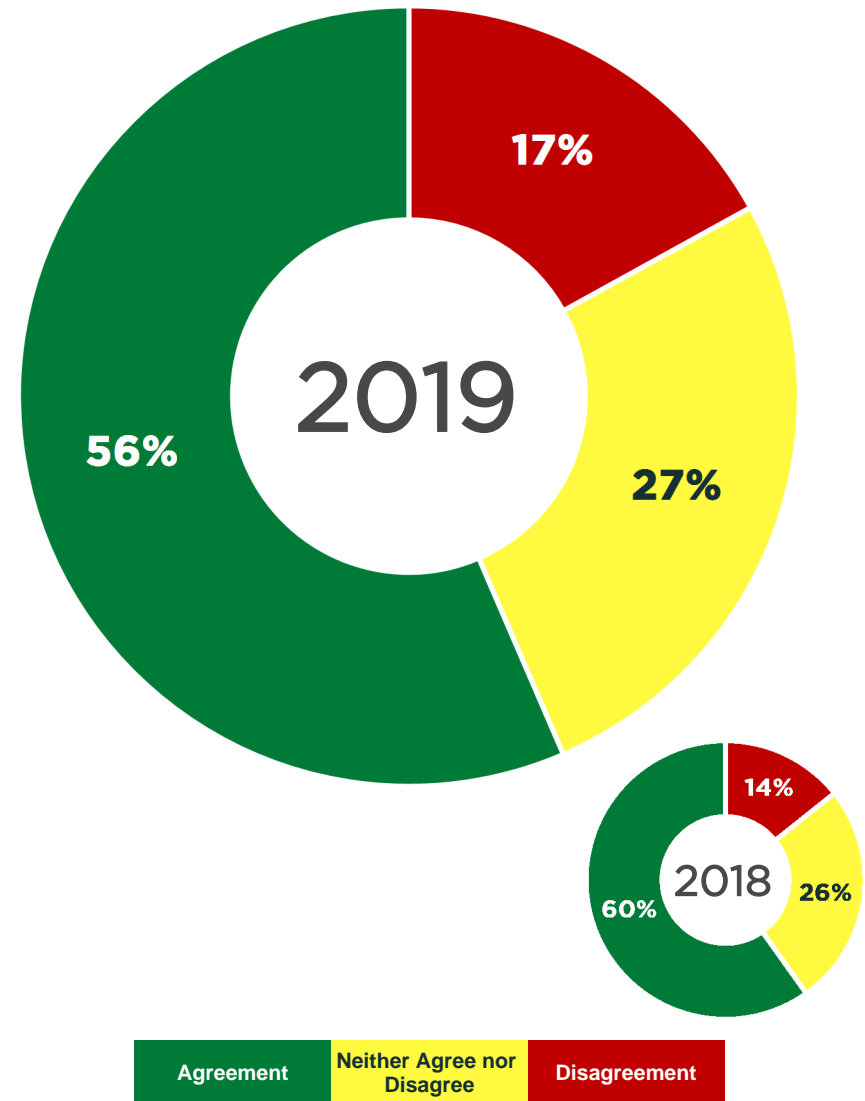
56%

of employees replied favourably to:

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

39%
SECTOR

60%
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	80%	81%	69%
2	Q7b. My organisation is making the necessary improvements to meet our future challenges	64%	65%	57%
3	Q7h. My organisation generally selects capable people to do the job	72%	72%	54%
4	Q7d. There is good co-operation between teams across our organisation	62%	64%	50%
5	Q1b. I am provided with the support I need to do my best at work	72%	74%	67%
6	Q1a. I understand what is expected of me to do well in my role	86%	87%	90%

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Premier and Cabinet

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

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.

	Premier and Cabinet	Barangaroo Delivery Authority	Department of Premier and Cabinet	Government House Sydney	Greater Sydney Commission	Infrastructure NSW	Natural Resources Commission	Parliamentary Counsel's Office	Urban Growth NSW Development Corporation	Western City and Aerotropolis Authority
NUMBER OF RESPONDENTS	953	20	636	37	64	66	20	46	46	13
EMPLOYEE ENGAGEMENT	69%	50%	68%	78%	76%	71%	68%	69%	76%	85%
ENGAGEMENT WITH WORK	74%	63%	72%	78%	79%	83%	80%	70%	77%	97%
SENIOR MANAGERS	61%	31%	58%	52%	76%	70%	68%	57%	82%	86%
COMMUNICATION	71%	62%	70%	61%	77%	78%	71%	64%	87%	94%
HIGH PERFORMANCE	73%	56%	72%	67%	78%	76%	76%	75%	82%	89%
PUBLIC SECTOR VALUES	73%	54%	71%	67%	81%	77%	79%	70%	87%	89%
DIVERSITY & INCLUSION	81%	65%	81%	72%	87%	84%	82%	69%	90%	93%

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

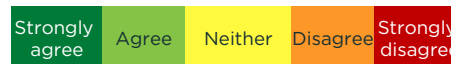
Questions are grouped by topics in this report.

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	26	44	22		69%	75%	62%
Q7j. I am proud to tell others I work for my organisation	31	47	16		78%	81%	70%
Q7k. I feel a strong personal attachment to my organisation	22	35	27	11	58%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	21	43	24	9	64%	65%	56%
Q7m. My organisation inspires me to do the best in my job	23	40	25	9	63%	66%	56%

KEY



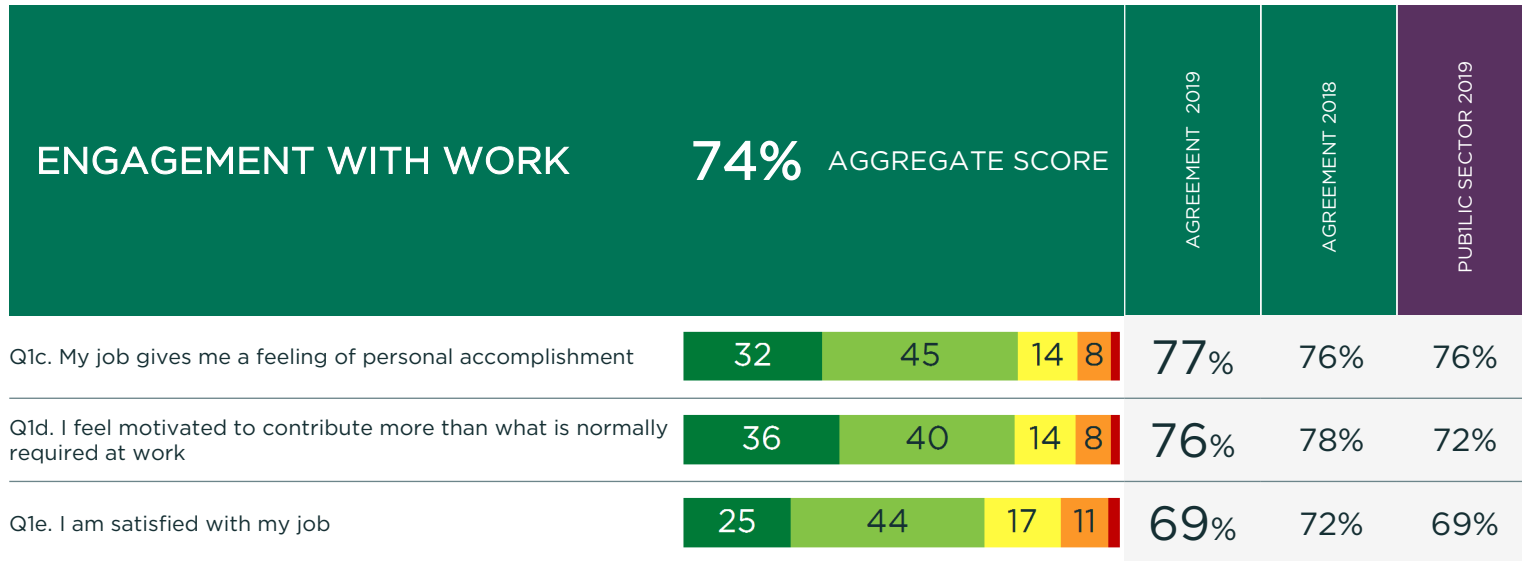


EXPLORE THE FULL RESULTS

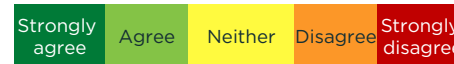
Questions are grouped by topics in this report.

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%



KEY





EXPLORE THE FULL RESULTS

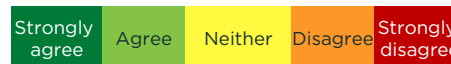
Questions are grouped by topics in this report.

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	61% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	41	20	13	8	58%	62%	51%
Q6b. I feel that senior managers effectively lead and manage change	17	38	21	14	10	55%	58%	47%
Q6c. I feel that senior managers model the values of my organisation	21	43	21	9		63%	65%	52%
Q6d. Senior managers encourage innovation by employees	17	43	26	10		60%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	47	17			73%	72%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	48	16			77%	79%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	19	43	17	13	8	62%	63%	48%
Q6h. I feel that senior managers listen to employees	18	37	25	12	8	55%	60%	44%
Q7c. I feel that change is managed well in my organisation	13	33	26	16	12	46%	49%	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	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	37	40	12	8	77%	79%	72%	
Q5d. My manager encourages and values employee input	41	40	12	8	81%	81%	73%	
Q5e. My manager involves my workgroup in decisions about our work	36	40	13	8	76%	76%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	19	43	17	13	8	62%	63%	48%
Q6h. I feel that senior managers listen to employees	18	37	25	12	8	55%	60%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	49	14	8	78%	76%	69%	

KEY





EXPLORE THE FULL RESULTS

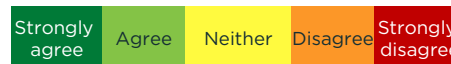
Questions are grouped by topics in this report.

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				73% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	32	53	8		86%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	48	37	8		85%	86%	79%	
Q3f. I have received appropriate training and development to do my job well	20	43	23	10	63%	64%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	43	13		81%	83%	75%	
Q5f. I have confidence in the decisions my manager makes	39	38	14		77%	79%	69%	
Q6d. Senior managers encourage innovation by employees	17	43	26	10	60%	62%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	47	17		73%	72%	53%	
Q7a. My organisation focuses on improving the work we do	26	54	15		80%	81%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	21	44	24	9	64%	65%	57%	

KEY



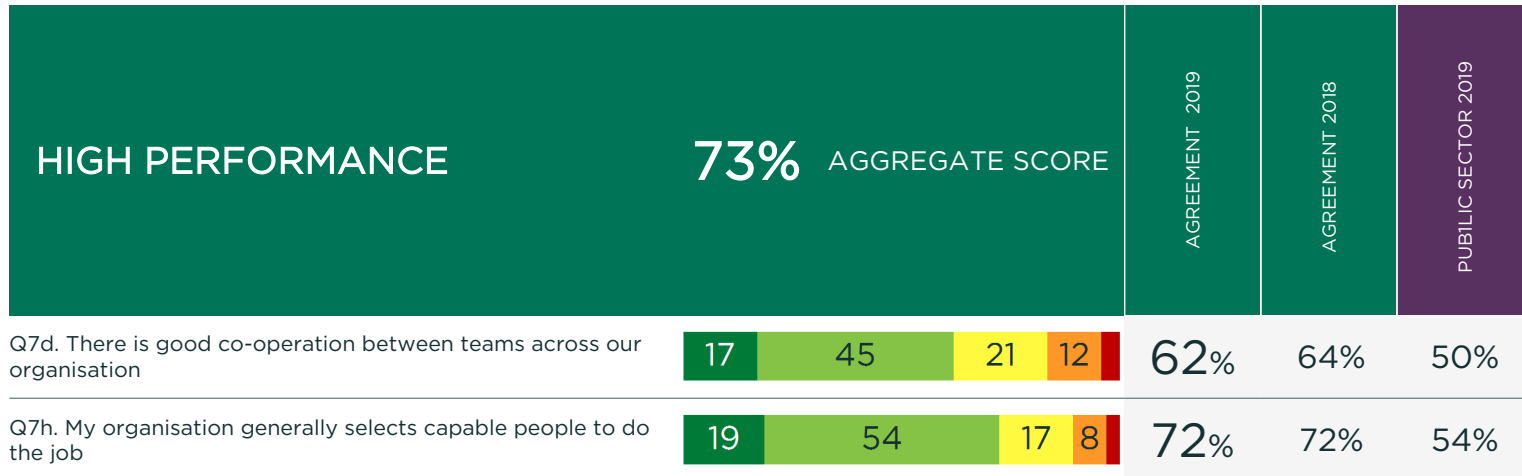


EXPLORE THE FULL RESULTS

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	73% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction						94%	93%	86%
Q2e. People in my workgroup treat each other with respect						84%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do						81%	83%	75%
Q5b. My manager listens to what I have to say						82%	84%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation						58%	62%	51%
Q6c. I feel that senior managers model the values of my organisation						63%	65%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives						77%	79%	61%
Q6g. I feel that senior managers keep employees informed about what's going on						62%	63%	48%
Q6h. I feel that senior managers listen to employees						55%	60%	44%

KEY



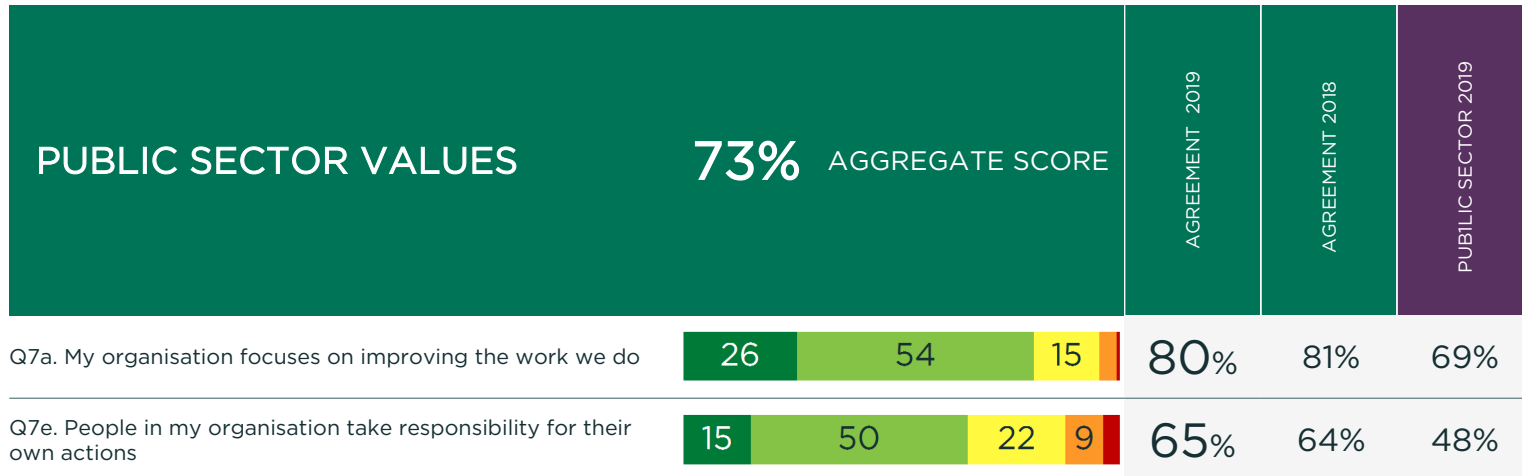


EXPLORE THE FULL RESULTS

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

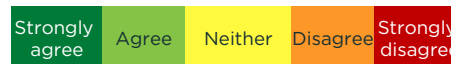
Questions are grouped by topics in this report.

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	81% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	24	48	14	11	72%	74%	67%
Q5b. My manager listens to what I have to say	43	39	10	8	82%	84%	76%
Q5d. My manager encourages and values employee input	41	40	12	7	81%	81%	73%
Q6i. Senior managers in my organisation support the career advancement of women	39	41	15	5	79%	74%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	34	50	11	5	85%	80%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	45	11	8	80%	78%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	29	49	14	8	78%	76%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	47	37	9	7	84%	81%	59%
Q8e. My manager supports flexible working in my team	56	31	8	5	88%	84%	63%

KEY



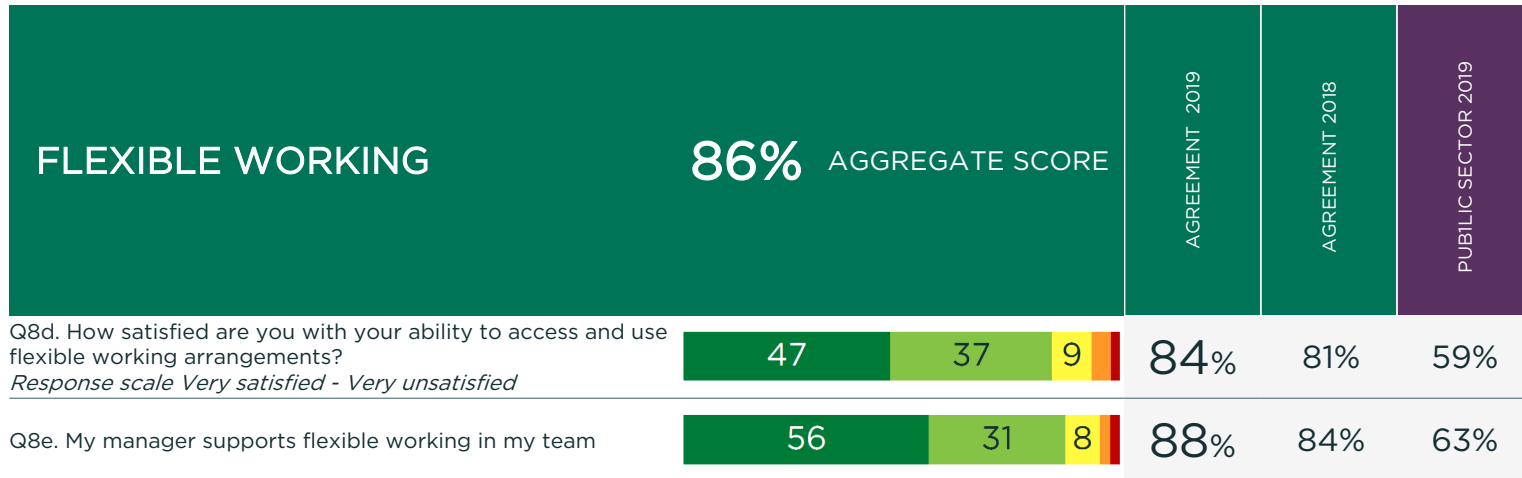


EXPLORE THE FULL RESULTS

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



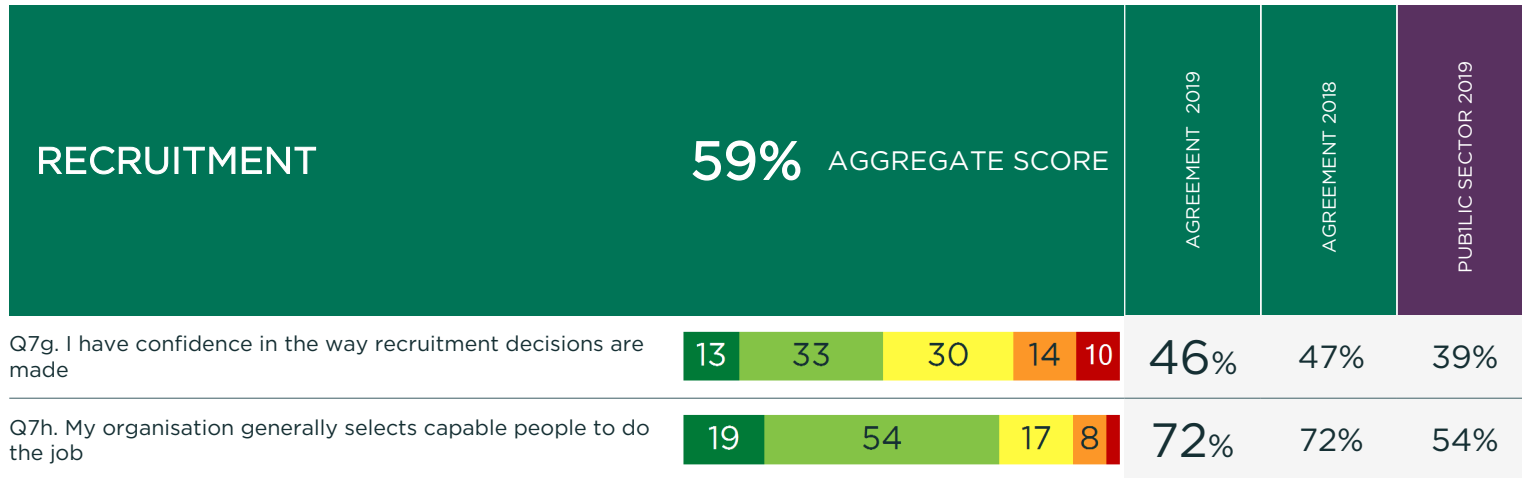


EXPLORE THE FULL RESULTS

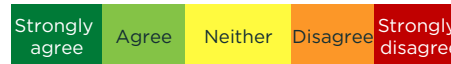
Questions are grouped by topics in this report.

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.

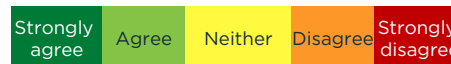
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

62% 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		72%	74%	66%
Q3e. My performance is assessed against clear criteria		57%	61%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		47%	52%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		78%	81%	69%
Q5h. My manager deals appropriately with employees who perform poorly		53%	51%	48%
Q7f. My organisation is committed to developing its employees		65%	69%	53%

KEY





EXPLORE THE FULL RESULTS

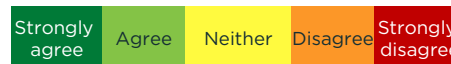
Questions are grouped by topics in this report.

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%

	77% 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	24	48	14	11	72%	74%	67%
Q1f. I am able to keep my work stress at an acceptable level	18	49	17	13	68%	70%	61%
Q2c. I receive help and support from other members of my workgroup	47	41	8		87%	88%	81%
Q2d. There is good team spirit in my workgroup	46	35	10		81%	78%	70%

KEY



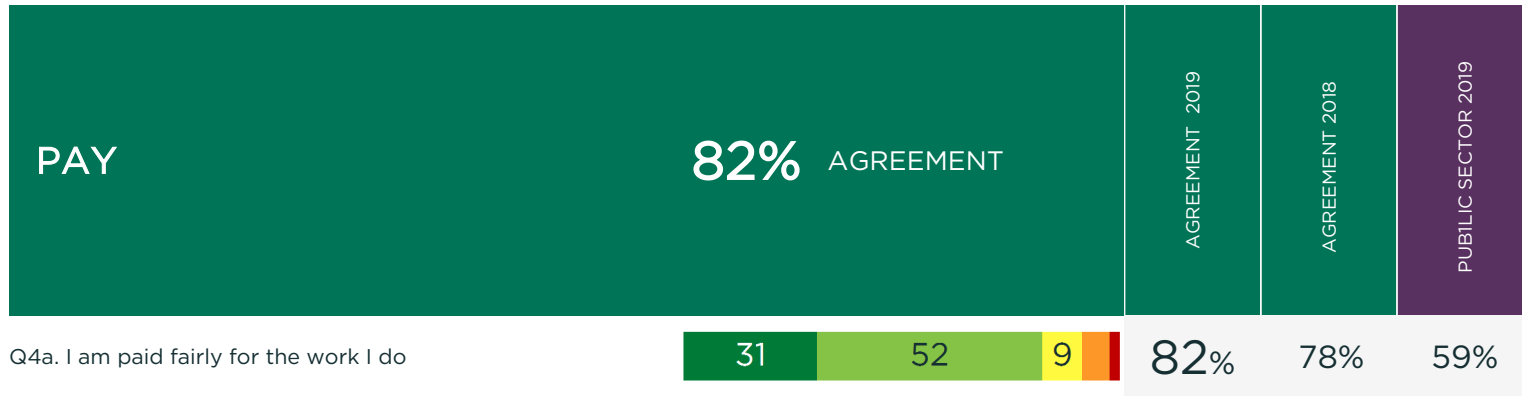


EXPLORE THE FULL RESULTS

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



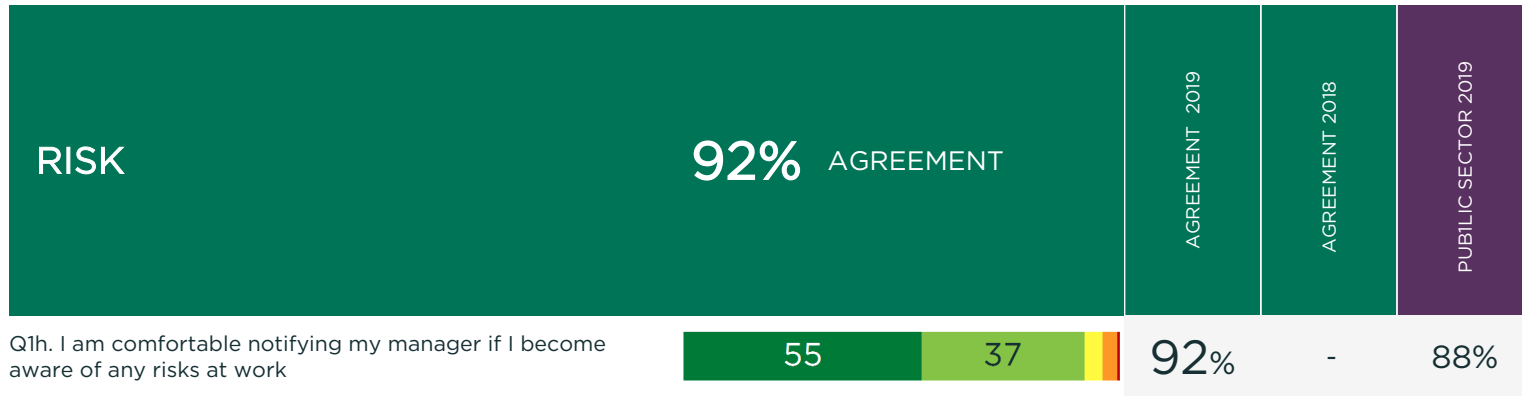


EXPLORE THE FULL RESULTS

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



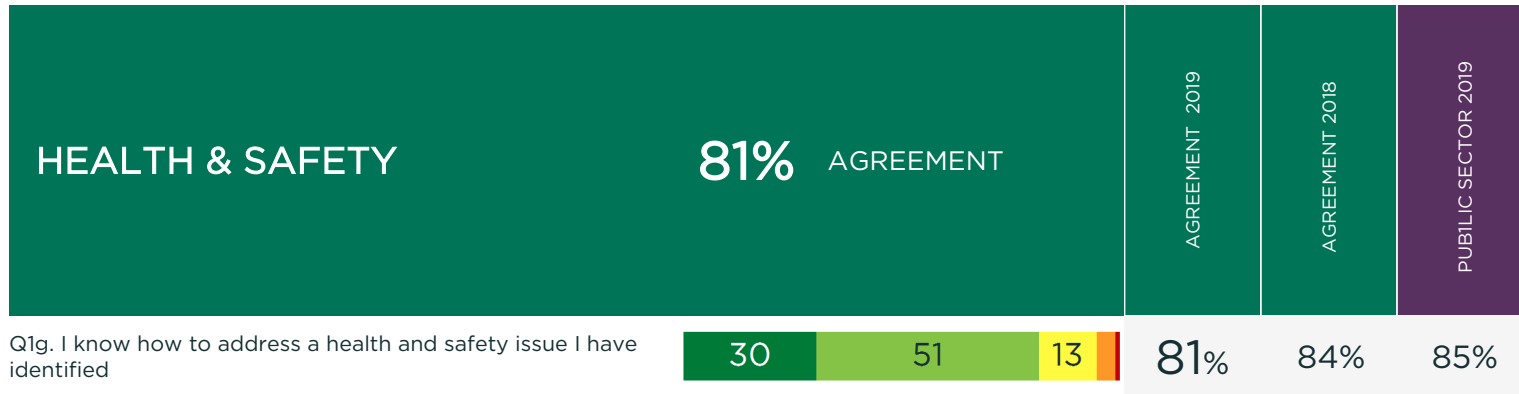


EXPLORE THE FULL RESULTS

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%



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%

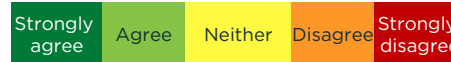
ACTION ON RESULTS

56% AGREEMENT

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE CONDUCT

45% AGREEMENT

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



45%

44%

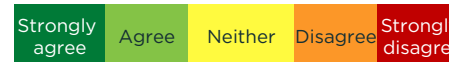
41%

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

KEY

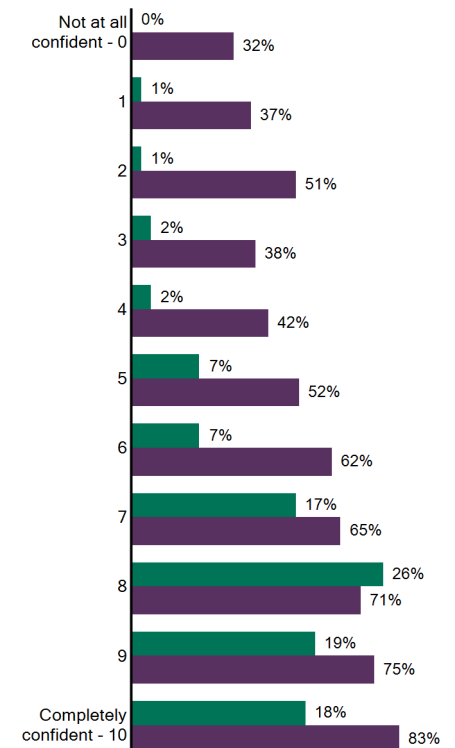
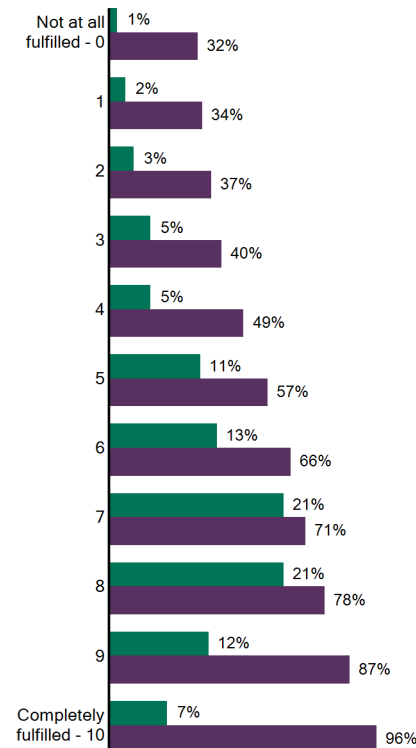
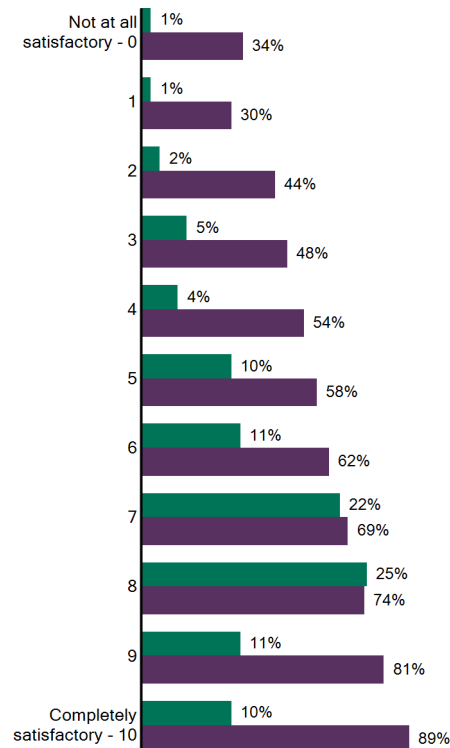


WELLBEING AND ENGAGEMENT

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

PUBLIC SECTOR 2019

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

Yes



62%

64%

71%

No



38%

36%

29%

Q3b. I have informal feedback conversations with my manager

Yes



81%

83%

76%

No



19%

17%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



66%

71%

60%

No



34%

29%

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		51%	46%	41%
No		49%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
Lack of visible opportunities		36%	34%	29%
Lack of promotion opportunities		35%	33%	28%
There are no major barriers to my career progression		30%	38%	29%
Geographic location considerations		23%	19%	25%
Personal/family considerations		22%	22%	29%
The application/recruitment process is too cumbersome or time consuming		18%	20%	22%
Lack of support for temporary assignments/secondments		14%	14%	15%
Lack of required capabilities or experience		9%	10%	11%
Insufficient training and development		9%	10%	15%
Lack of support from my manager/supervisor		8%	10%	13%
Other		7%	7%	9%

% are calculated with the number of unique respondents (N = 916 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		15%	14%	27%
No		73%	73%	56%
Don't know		12%	12%	17%

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

Yes		53%	52%	65%
No		39%	45%	32%
Don't know		8%	3%	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		25%	21%	33%
No		68%	70%	57%
Don't know		8%	9%	10%

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

Yes		11%	10%	18%
No		83%	84%	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 senior manager		32%	22%	21%
A fellow worker at your level		20%	15%	27%
Your immediate manager/supervisor		19%	29%	23%
Prefer not to say		18%	21%	13%
A subordinate		6%	7%	7%
Other		5%	3%	5%
A client or customer		1%	2%	3%
A member of the public other than a client or customer		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

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	████████████████████	98%	98%	94%
Don't know		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.

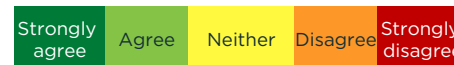
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

PREMIER AND CABINET CUSTOMISED QUESTIONS

					AGREEMENT 2019	AGREEMENT 2018
Q1. My manager actively supports a diverse and inclusive work environment	41	44	11		85%	-
Q2. I feel a sense of belonging in my team	35	45	12		80%	-
Q3. The people I work with have safe work practices	40	51	8		90%	-
Q4. My manager promotes safe work practices in my workplace	39	46	13		85%	-
Q5. I feel senior managers provide me with opportunities to give feedback on my workplace experience	25	42	18	11	68%	-
Q6. I feel comfortable providing feedback to senior managers	26	38	19	12	64%	-
Q7. I believe my manager considers the Public Service values when recruiting new employees	29	42	23		71%	-

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PREMIER AND CABINET CUSTOMISED QUESTIONS

2019

Q8. If I were to change one thing about the recruitment or on boarding experience it would be:

More clarity as to my role/responsibilities as a Hiring Manager		8%
Reduced time for the recruitment process		34%
More attention given to my induction by my manager		19%
Reduced time to receive network access/equipment i.e. laptop		18%
Not applicable - I would not change anything		21%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PREMIER AND CABINET CUSTOMISED QUESTIONS

2019

Q9. When completing this survey I believed the term 'Senior Managers' referred to the following people:

Head of the agency		7%
Deputy Secretaries or equivalent		16%
Executive Directors or equivalent		28%
Directors or equivalent		18%
The managers above my manager		31%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		34%
Female		64%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		13%
30-34		16%
35-39		16%
40-44		16%
45-49		13%
50-54		10%
55-59		8%
60-64		4%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

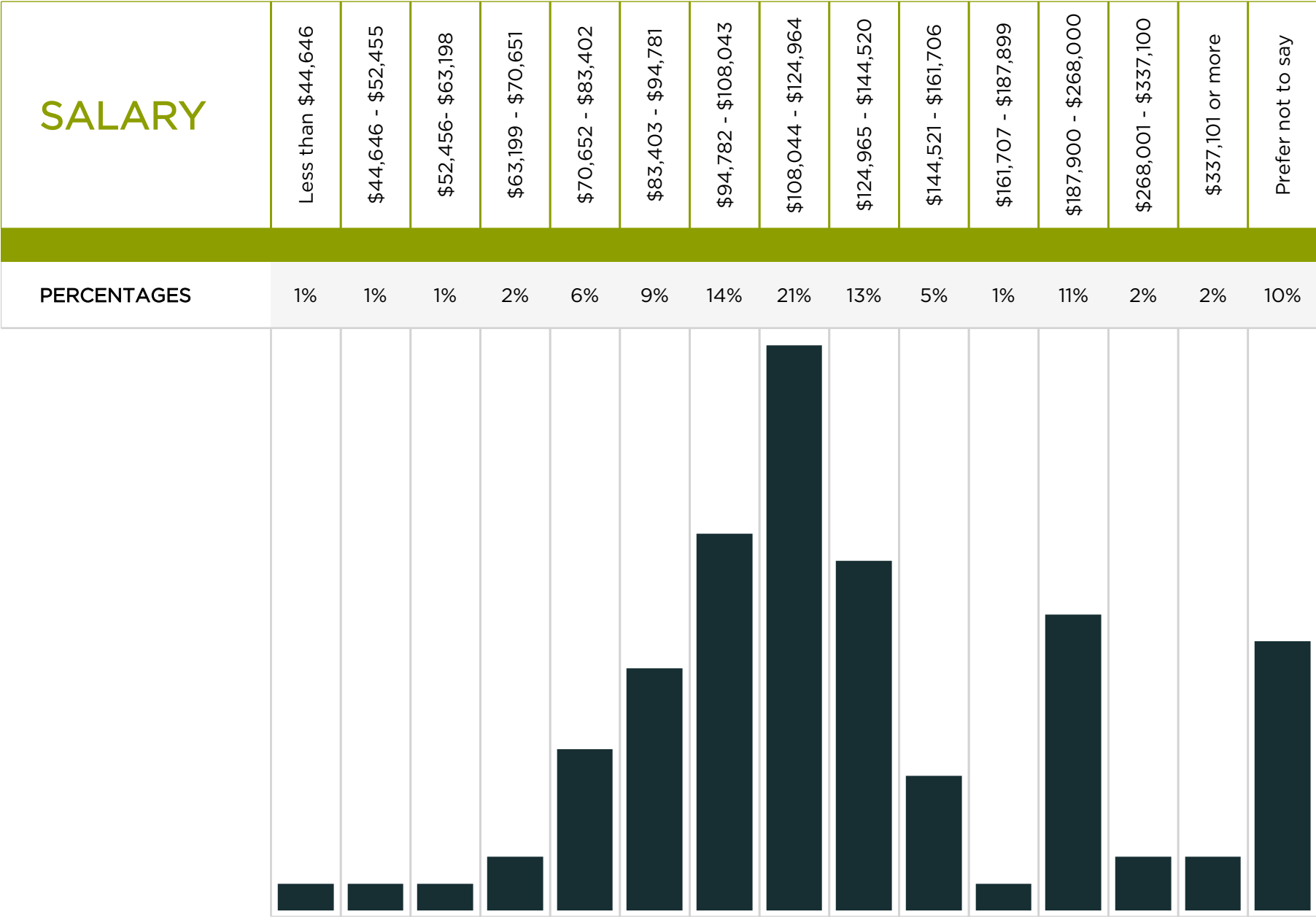
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	4%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	19%
Policy	21%
Research	4%
Program and project management support	22%
Legal (including developing and/or reviewing legislation)	4%
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		27%
1 - 2 years		20%
2 - 5 years		29%
5 - 10 years		13%
10 - 20 years		8%
More than 20 years		3%

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		79%
Working from home		73%
Working from different locations		29%
Working additional hours to make up for time off		22%
Part-time work		13%
Working more hours over fewer days		11%
Leave without pay		10%

% are calculated with the number of unique respondents (N = 901 to this question)



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		7%
Study leave		4%
Job sharing		3%
Flexible scheduling for rostered workers		2%
Other		2%
Purchasing annual leave		1%

% are calculated with the number of unique respondents (N = 901 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%

	Premier and Cabinet	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	953	36	33	77	169	189	32	197	39	136
EMPLOYEE ENGAGEMENT	69%	77%	69%	73%	65%	69%	67%	67%	82%	71%
ENGAGEMENT WITH WORK	74%	81%	69%	80%	71%	70%	79%	72%	89%	75%
SENIOR MANAGERS	61%	68%	58%	67%	50%	60%	68%	63%	74%	65%
COMMUNICATION	71%	78%	69%	77%	65%	72%	65%	70%	84%	75%
HIGH PERFORMANCE	73%	74%	74%	78%	65%	77%	73%	72%	86%	75%
PUBLIC SECTOR VALUES	73%	78%	71%	75%	64%	76%	74%	74%	83%	75%
DIVERSITY & INCLUSION	81%	88%	78%	84%	77%	83%	81%	80%	88%	81%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY 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%

	Premier and Cabinet	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	953	11	6	8	19	57	82	123	189	120	45	13	100	17
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	67%	70%	68%	67%	66%	66%	(r)	76%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	70%	69%	70%	71%	75%	71%	(r)	87%	(r)
SENIOR MANAGERS	61%	(r)	(r)	(r)	(r)	62%	54%	57%	55%	58%	63%	(r)	80%	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	67%	68%	70%	67%	70%	70%	(r)	87%	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	70%	72%	71%	69%	73%	72%	(r)	87%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	69%	70%	70%	69%	72%	76%	(r)	88%	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	75%	81%	81%	80%	80%	83%	(r)	92%	(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%

	Premier and Cabinet	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	953	16	93
EMPLOYEE ENGAGEMENT	69%	(r)	65%
ENGAGEMENT WITH WORK	74%	(r)	65%
SENIOR MANAGERS	61%	(r)	55%
COMMUNICATION	71%	(r)	67%
HIGH PERFORMANCE	73%	(r)	68%
PUBLIC SECTOR VALUES	73%	(r)	68%
DIVERSITY & INCLUSION	81%	(r)	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

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%

	Premier and Cabinet	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	953	240	182	264	112	71	26
EMPLOYEE ENGAGEMENT	69%	74%	69%	66%	70%	66%	(r)
ENGAGEMENT WITH WORK	74%	76%	72%	72%	78%	69%	(r)
SENIOR MANAGERS	61%	73%	57%	59%	54%	51%	(r)
COMMUNICATION	71%	80%	68%	71%	69%	64%	(r)
HIGH PERFORMANCE	73%	78%	71%	73%	74%	66%	(r)
PUBLIC SECTOR VALUES	73%	82%	71%	71%	71%	65%	(r)
DIVERSITY & INCLUSION	81%	87%	80%	80%	81%	76%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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%

	Premier and Cabinet	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	953	710	97	199	17	116	24	260	662	11	94	35	15	65
EMPLOYEE ENGAGEMENT	69%	69%	67%	71%	(r)	67%	(r)	72%	69%	(r)	68%	71%	(r)	69%
ENGAGEMENT WITH WORK	74%	73%	70%	74%	(r)	71%	(r)	77%	74%	(r)	71%	69%	(r)	79%
SENIOR MANAGERS	61%	61%	61%	62%	(r)	60%	(r)	65%	61%	(r)	59%	62%	(r)	58%
COMMUNICATION	71%	72%	69%	70%	(r)	73%	(r)	76%	73%	(r)	70%	67%	(r)	67%
HIGH PERFORMANCE	73%	74%	71%	75%	(r)	73%	(r)	77%	75%	(r)	75%	75%	(r)	67%
PUBLIC SECTOR VALUES	73%	73%	73%	74%	(r)	74%	(r)	77%	74%	(r)	72%	73%	(r)	68%
DIVERSITY & INCLUSION	81%	83%	81%	84%	(r)	84%	(r)	86%	83%	(r)	81%	81%	(r)	70%

*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%

	Premier and Cabinet	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Central West	Newcastle and Lake Macquarie	Far West and Orana	Murray	Riverina	Sydney - Outer West and Blue Mountains	Central Coast	New England and North West	Capital Region
NUMBER OF RESPONDENTS	953	664	90	653	79	23	11	7	6	6	6	5	5	4
EMPLOYEE ENGAGEMENT	69%	69%	73%	69%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	74%	74%	74%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	60%	66%	60%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	72%	73%	72%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	74%	75%	74%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	73%	75%	73%	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	81%	83%	81%	84%	(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%

	Premier and Cabinet	Richmond - Tweed	Coffs Harbour - Grafton	Illawarra	Sydney - Eastern Suburbs	Mid North Coast	Sydney - Blacktown	Sydney - Inner South West	Sydney - Inner West	Sydney - South West	Southern Highlands and Shoalhaven	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	953	4	3	3	3	2	2	2	2	2	1	1	1	1
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	(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	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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%

	Premier and Cabinet	Sydney - Ryde	Sydney - Sutherland	Hunter Valley exc Newcastle	Outside NSW	Sydney - Baukham Hills and Hawkesbury
NUMBER OF RESPONDENTS	953	1	1	0	0	0
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	71%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(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%

	Premier and Cabinet	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	953	1	29	117	143	144	141	116	86	70	32	16
EMPLOYEE ENGAGEMENT	69%	(r)	(r)	69%	71%	65%	69%	69%	74%	72%	70%	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	68%	76%	69%	73%	76%	81%	76%	76%	(r)
SENIOR MANAGERS	61%	(r)	(r)	61%	62%	60%	61%	61%	65%	57%	62%	(r)
COMMUNICATION	71%	(r)	(r)	70%	71%	71%	71%	71%	75%	70%	71%	(r)
HIGH PERFORMANCE	73%	(r)	(r)	73%	77%	71%	75%	72%	75%	68%	70%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	72%	75%	72%	73%	73%	74%	70%	73%	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	81%	82%	80%	81%	83%	82%	79%	82%	(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%

	Premier and Cabinet	Male	Female	Other
NUMBER OF RESPONDENTS	953	311	574	17
EMPLOYEE ENGAGEMENT	69%	71%	69%	(r)
ENGAGEMENT WITH WORK	74%	76%	74%	(r)
SENIOR MANAGERS	61%	61%	62%	(r)
COMMUNICATION	71%	72%	72%	(r)
HIGH PERFORMANCE	73%	73%	74%	(r)
PUBLIC SECTOR VALUES	73%	73%	74%	(r)
DIVERSITY & INCLUSION	81%	82%	81%	(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

ABORIGINAL AND/OR TORRES STRAIT ISLANDER



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%

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	953	16	857	34
EMPLOYEE ENGAGEMENT	69%	(r)	70%	51%
ENGAGEMENT WITH WORK	74%	(r)	75%	44%
SENIOR MANAGERS	61%	(r)	62%	30%
COMMUNICATION	71%	(r)	72%	49%
HIGH PERFORMANCE	73%	(r)	74%	52%
PUBLIC SECTOR VALUES	73%	(r)	74%	48%
DIVERSITY & INCLUSION	81%	(r)	82%	58%

2% 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
LESS THAN REPORT SCORE

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

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%

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	953	149	718	42
EMPLOYEE ENGAGEMENT	69%	66%	71%	55%
ENGAGEMENT WITH WORK	74%	74%	76%	47%
SENIOR MANAGERS	61%	58%	63%	33%
COMMUNICATION	71%	69%	73%	52%
HIGH PERFORMANCE	73%	70%	75%	53%
PUBLIC SECTOR VALUES	73%	70%	75%	50%
DIVERSITY & INCLUSION	81%	78%	83%	59%

16% of respondents speak a language other than English at home.

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%

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	953	31	841	39
EMPLOYEE ENGAGEMENT	69%	65%	70%	52%
ENGAGEMENT WITH WORK	74%	68%	75%	50%
SENIOR MANAGERS	61%	53%	63%	33%
COMMUNICATION	71%	64%	73%	55%
HIGH PERFORMANCE	73%	73%	74%	54%
PUBLIC SECTOR VALUES	73%	70%	74%	52%
DIVERSITY & INCLUSION	81%	79%	82%	61%

3% of respondents identified as having a disability.

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%

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	953	91	764	45
EMPLOYEE ENGAGEMENT	69%	72%	70%	54%
ENGAGEMENT WITH WORK	74%	75%	75%	54%
SENIOR MANAGERS	61%	56%	63%	32%
COMMUNICATION	71%	71%	72%	53%
HIGH PERFORMANCE	73%	74%	74%	55%
PUBLIC SECTOR VALUES	73%	72%	74%	50%
DIVERSITY & INCLUSION	81%	81%	82%	62%

10% of respondents identified as having a mental health condition.

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%

	Premier and Cabinet	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	953	62	791	48
EMPLOYEE ENGAGEMENT	69%	70%	70%	54%
ENGAGEMENT WITH WORK	74%	70%	75%	51%
SENIOR MANAGERS	61%	63%	62%	35%
COMMUNICATION	71%	74%	72%	56%
HIGH PERFORMANCE	73%	76%	74%	58%
PUBLIC SECTOR VALUES	73%	76%	74%	53%
DIVERSITY & INCLUSION	81%	80%	82%	66%

7% 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

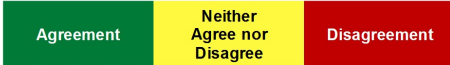
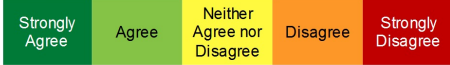
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.