



2019 | NSW Public Sector  
Employee Survey

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## AGENCY REPORT

Premier and Cabinet

# Greater Sydney Commission



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## RESPONSE RATE

**>100%**

64 OF 63 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**76%**

DIFFERENCE FROM CLUSTER **+6**  
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+10**  
(66%)

## ENGAGEMENT WITH WORK

**79%**

DIFFERENCE FROM CLUSTER **+5**  
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+6**  
(73%)

## SENIOR MANAGERS

**76%**

DIFFERENCE FROM CLUSTER **+15**  
(61%)

DIFFERENCE FROM PUBLIC SECTOR **+26**  
(50%)

## COMMUNICATION

**77%**

DIFFERENCE FROM CLUSTER **+6**  
(71%)

DIFFERENCE FROM PUBLIC SECTOR **+15**  
(62%)

## HIGH PERFORMANCE

**78%**

DIFFERENCE FROM CLUSTER **+4**  
(73%)

DIFFERENCE FROM PUBLIC SECTOR **+13**  
(65%)

## PUBLIC SECTOR VALUES

**81%**

DIFFERENCE FROM CLUSTER **+8**  
(73%)

DIFFERENCE FROM PUBLIC SECTOR **+19**  
(62%)

## DIVERSITY & INCLUSION

**87%**

DIFFERENCE FROM CLUSTER **+6**  
(81%)

DIFFERENCE FROM PUBLIC SECTOR **+18**  
(69%)

## FLEXIBLE WORKING SATISFACTION

**87%**

DIFFERENCE FROM CLUSTER **+3**  
(84%)

DIFFERENCE FROM PUBLIC SECTOR **+28**  
(59%)

## ACTION ON RESULTS

**87%**

DIFFERENCE FROM CLUSTER **+31**  
(56%)

DIFFERENCE FROM PUBLIC SECTOR **+48**  
(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

1h.	I am comfortable notifying my manager if I become aware of any risks at work	97%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	97%
2a.	My workgroup strives to achieve customer/client satisfaction	95%
2c.	I receive help and support from other members of my workgroup	94%
8c.	I am able to speak up and share a different view to my colleagues and manager	94%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	94%
7a.	My organisation focuses on improving the work we do	92%
6i.	Senior managers in my organisation support the career advancement of women	92%
4a.	I am paid fairly for the work I do	91%
2b.	My workgroup works collaboratively to achieve its objectives	91%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

3e.	My performance is assessed against clear criteria	41%
3g.	I am satisfied with the opportunities available for career development in my organisation	47%
5h.	My manager deals appropriately with employees who perform poorly	53%
7d.	There is good co-operation between teams across our organisation	55%
7c.	I feel that change is managed well in my organisation	63%
3f.	I have received appropriate training and development to do my job well	63%
7g.	I have confidence in the way recruitment decisions are made	63%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	64%
11a.	I have confidence in the ways my organisation resolves grievances	66%
7e.	People in my organisation take responsibility for their own actions	67%



### 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'.

# HIGHEST NEUTRAL SCORING QUESTIONS

## AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



**Q3e.** My performance is assessed against clear criteria



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



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



**Q3f.** I have received appropriate training and development to do my job well



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



**Q3e.** My performance is assessed against clear criteria



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



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



**Q3f.** I have received appropriate training and development to do my job well



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



**Q3e.** My performance is assessed against clear criteria



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



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



**Q3f.** I have received appropriate training and development to do my job well



## 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: 64

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	34	Senior Executive (ongoing/permanent or term)	20	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2
Female	64	Ongoing/Permanent (other than senior executive)	25	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)	2
Other	2	Temporary (including temporary teachers and graduates)	6	Administrative support (e.g. executive/personal assistant, receptionist)	13
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	27
<b>Age</b>	<b>Survey %</b>	Contract – Non Executive	23	Policy	27
15 - 34 years	34	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	23	Research	3
35 - 54 years	57	Other	2	Program and project management support	16
55+ years	8	Don't know	0	Legal (including developing and/or reviewing legislation)	2
				Other	11
<b>LOTE spoken at home</b>	<b>Survey %</b>	<b>Manager of managers</b>	<b>Survey %</b>	<b>Organisation Tenure</b>	<b>Survey %</b>
Yes	22	Yes	16	Less than 1 year	35
No	75	No	84	1 - 2 years	29
Prefer not to say	3			2 - 5 years	35
		<b>Supervisors</b>	<b>Survey %</b>	5 - 10 years	0
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	Yes	36	10 - 20 years	2
Yes	0	No	64	More than 20 years	0
No	97			<b>Salary</b>	<b>Survey %</b>
Prefer not to say	3	<b>Working arrangement</b>	<b>Survey %</b>	\$83,402 and below	8
		Full-time	86	\$83,403 - \$108,043	12
<b>Disability</b>	<b>Survey %</b>	Part-time	14	\$108,044 - \$144,520	25
Yes	5			\$144,521 and above	36
No	91			Prefer not to say	19
Prefer not to say	5				
<b>LGBTI</b>	<b>Survey %</b>				
Yes	9				
No	88				
Prefer not to say	3				

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%

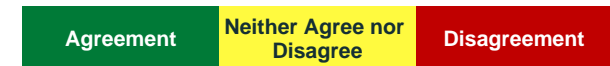
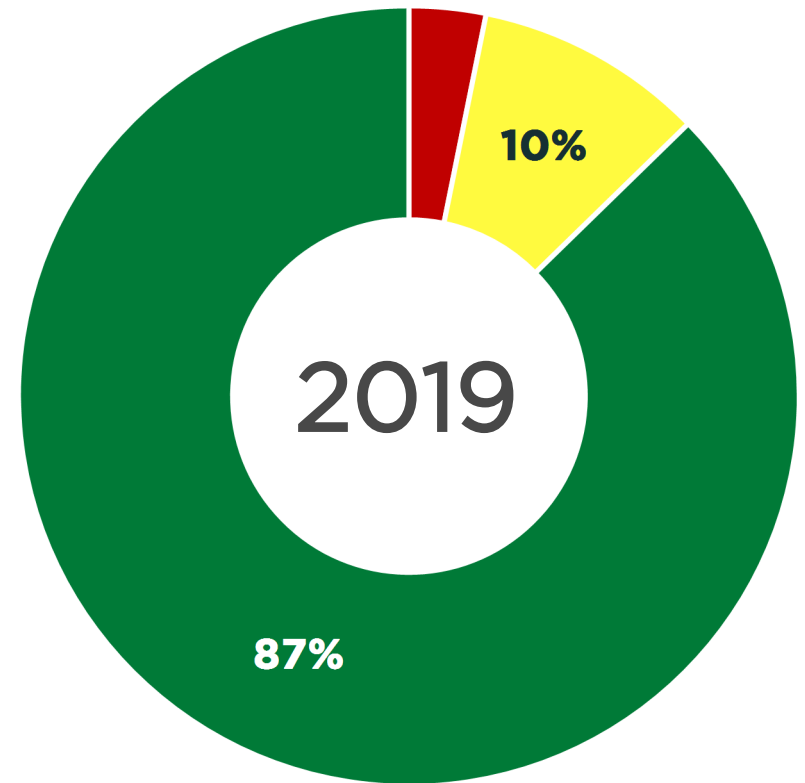
# 87%

of employees replied favourably to:

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

**39%**  
SECTOR

**56%**  
CLUSTER



# 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 CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>92%</b>	80%	69%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>63%</b>	46%	42%
<b>3</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>71%</b>	55%	44%
<b>4</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>77%</b>	55%	47%
<b>5</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>75%</b>	64%	57%
<b>6</b>	<b>Q7e.</b> People in my organisation take responsibility for their own actions	<b>67%</b>	65%	48%





## EXPLORE THE FULL RESULTS

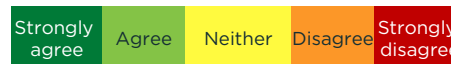
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	76% AGGREGATE SCORE				AGREEMENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	36	45	16		81%	69%	62%
Q7j. I am proud to tell others I work for my organisation	44	42	11		86%	78%	70%
Q7k. I feel a strong personal attachment to my organisation	33	36	22	8	69%	58%	64%
Q7l. My organisation motivates me to help it achieve its objectives	30	44	17	8	73%	64%	56%
Q7m. My organisation inspires me to do the best in my job	37	33	24		70%	62%	56%

### KEY



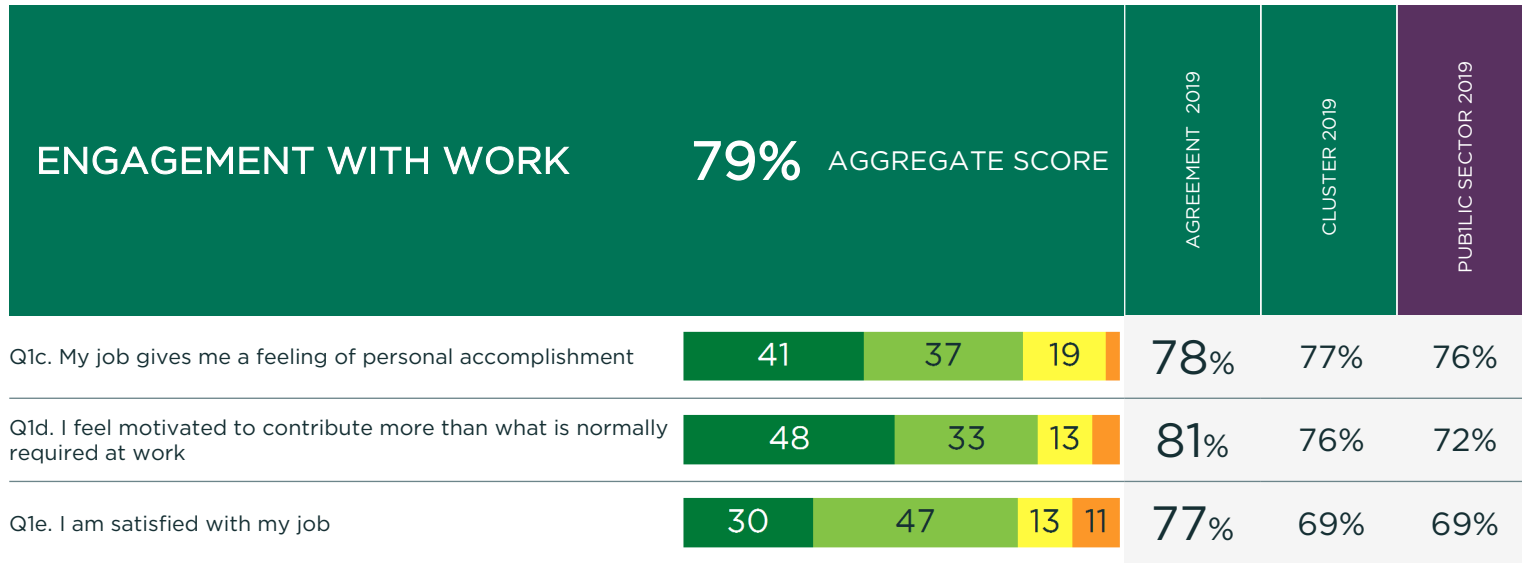


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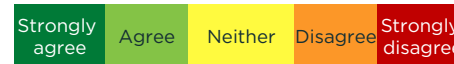
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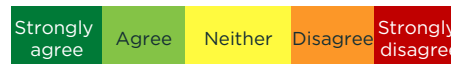
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SENIOR MANAGERS	76% AGGREGATE SCORE				AGREEMENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	52	14	8	75%	58%	51%
Q6b. I feel that senior managers effectively lead and manage change	20	56	14	8	77%	55%	47%
Q6c. I feel that senior managers model the values of my organisation	25	56	8	8	81%	63%	52%
Q6d. Senior managers encourage innovation by employees	22	45	25	8	67%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	38	47	8	8	84%	73%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	34	52	11	8	86%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	25	52	14	8	77%	62%	48%
Q6h. I feel that senior managers listen to employees	22	49	17	8	71%	55%	44%
Q7c. I feel that change is managed well in my organisation	23	39	27	9	63%	46%	42%

KEY





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COMMUNICATION	77% AGGREGATE SCORE				AGREEMENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	39	36	14		75%	77%	72%
Q5d. My manager encourages and values employee input	38	41	11	9	78%	81%	73%
Q5e. My manager involves my workgroup in decisions about our work	34	34	14	16	69%	76%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	25	52	14		77%	62%	48%
Q6h. I feel that senior managers listen to employees	22	49	17		71%	55%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	41	53			94%	78%	69%

KEY





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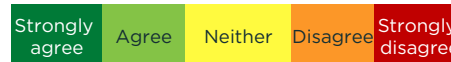
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	HIGH PERFORMANCE				78% AGGREGATE SCORE	AGREEMENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	31	53	8		84%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	58	33			91%	85%	79%	
Q3f. I have received appropriate training and development to do my job well	22	41	27	8	63%	63%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	41	38	14		78%	81%	75%	
Q5f. I have confidence in the decisions my manager makes	39	41	9	8	80%	77%	69%	
Q6d. Senior managers encourage innovation by employees	22	45	25	8	67%	60%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	38	47	8	8	84%	73%	53%	
Q7a. My organisation focuses on improving the work we do	41	52			92%	80%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	34	41	19		75%	64%	57%	

KEY



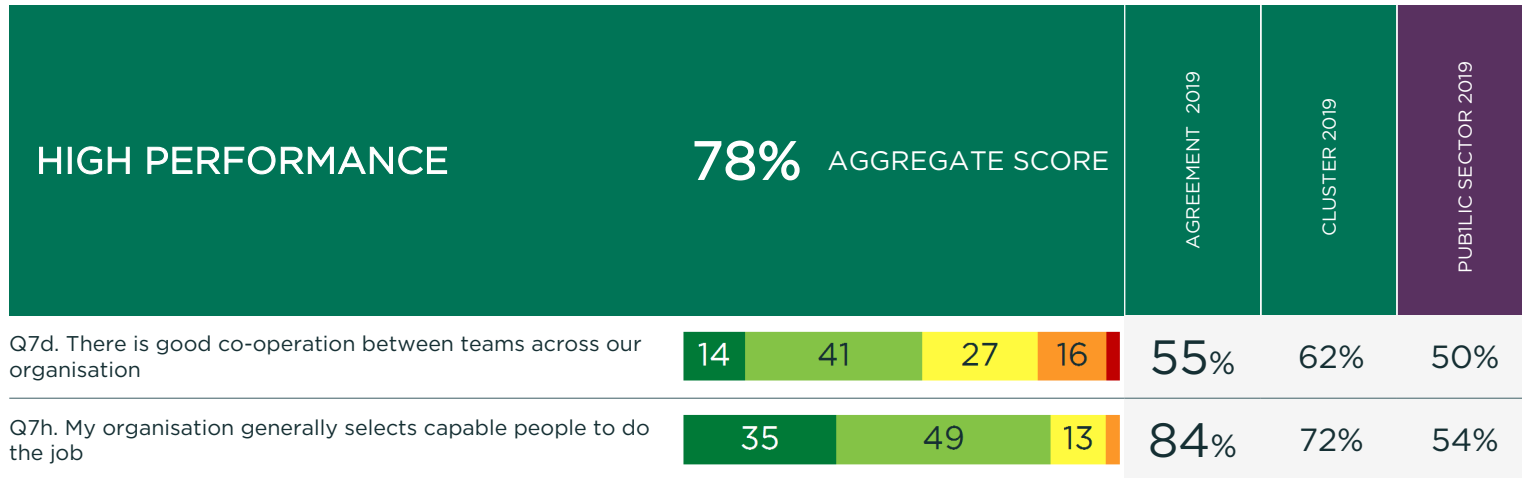


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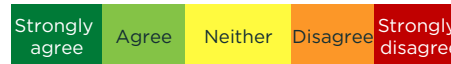
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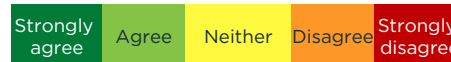
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PUBLIC SECTOR VALUES	81% AGGREGATE SCORE		AGREEMENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	56	39	95%	94%	86%	
Q2e. People in my workgroup treat each other with respect	59	30	8	89%	84%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	41	38	14	78%	81%	75%	
Q5b. My manager listens to what I have to say	41	41	11	81%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	52	14	8	75%	58%	51%
Q6c. I feel that senior managers model the values of my organisation	25	56	8	81%	63%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	34	52	11	86%	77%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	25	52	14	77%	62%	48%	
Q6h. I feel that senior managers listen to employees	22	49	17	71%	55%	44%	

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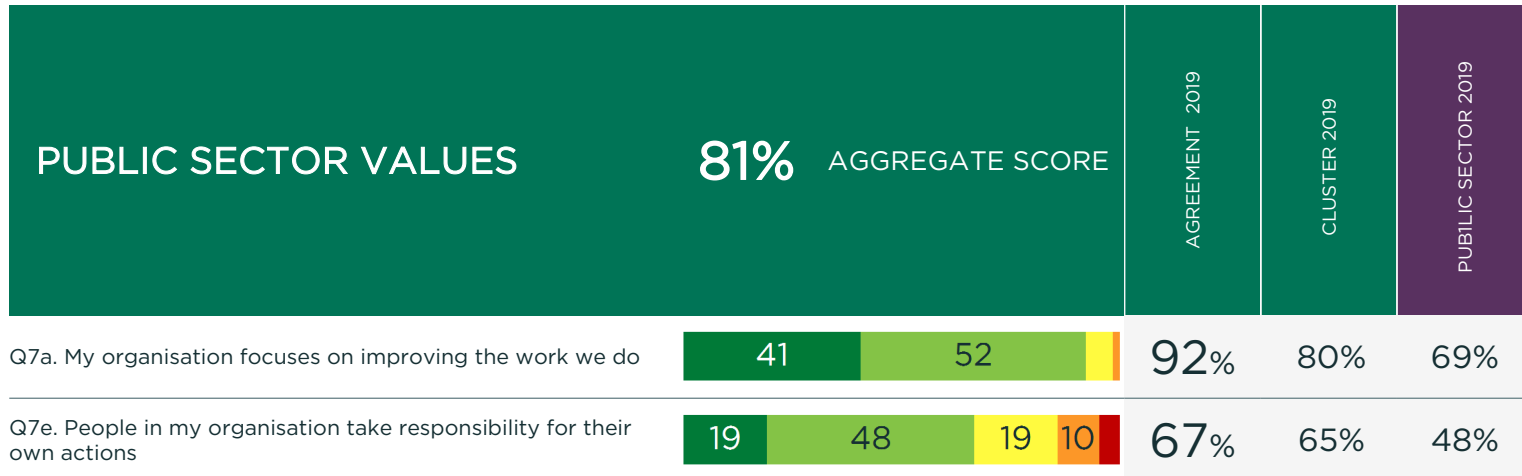


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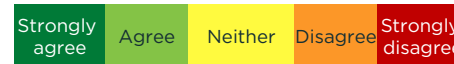
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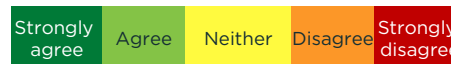
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DIVERSITY & INCLUSION	87% AGGREGATE SCORE				AGREEMENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	50	16	13	70%	72%	67%
Q5b. My manager listens to what I have to say	41	41	11		81%	82%	76%
Q5d. My manager encourages and values employee input	38	41	11	9	78%	81%	73%
Q6i. Senior managers in my organisation support the career advancement of women	57	35			92%	79%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	53	41			94%	85%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	56	41			97%	80%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	41	53			94%	78%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	52	8		87%	84%	59%
Q8e. My manager supports flexible working in my team	49	38	13		87%	88%	63%

KEY



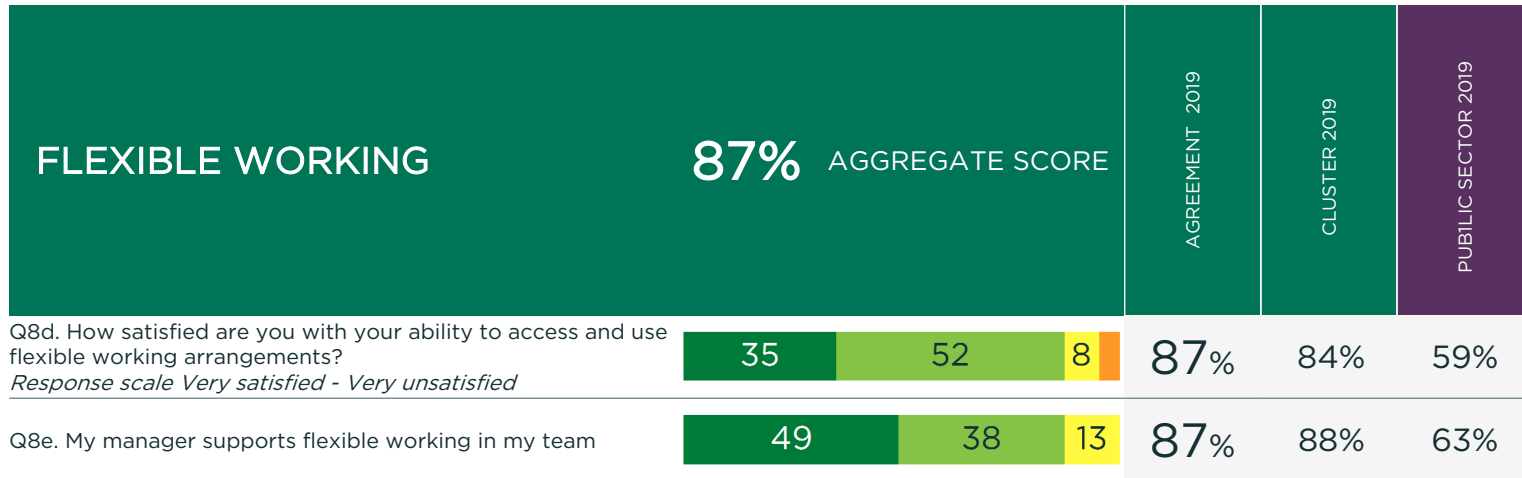


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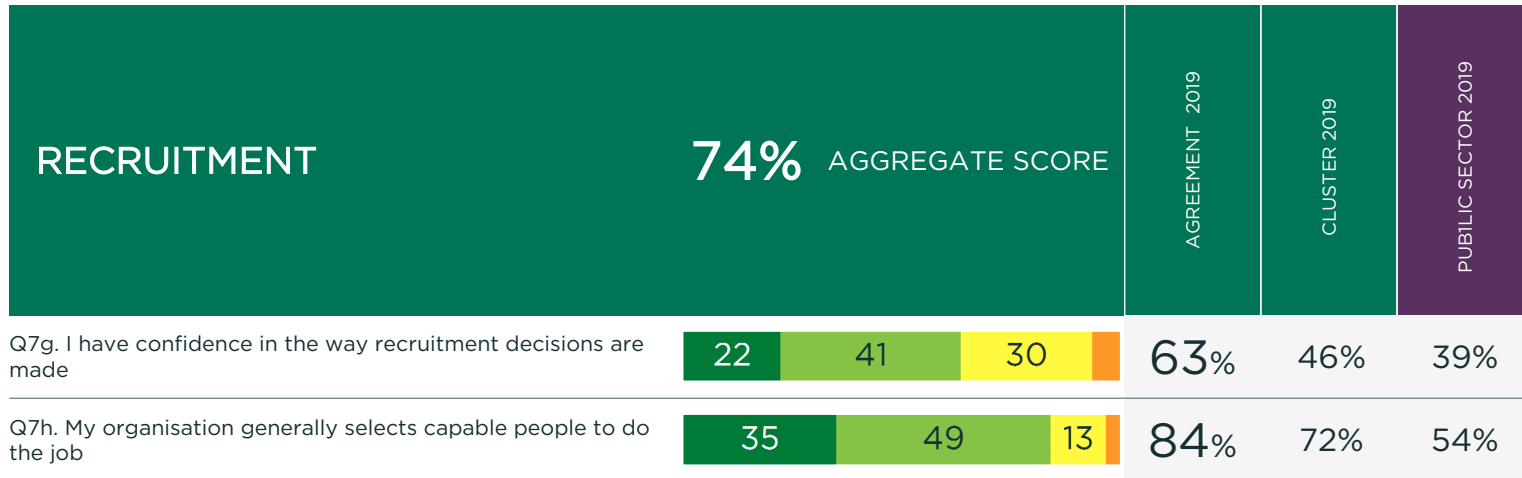


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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**59%** AGGREGATE SCORE

AGREEMENT 2019

CLUSTER 2019

PUBLIC LIC SECTOR 2019

Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	41	25	9	64%	72%	66%	
Q3e. My performance is assessed against clear criteria	17	23	31	23	41%	57%	57%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	33	23	20	9	47%	47%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	42	34	16		77%	78%	69%	
Q5h. My manager deals appropriately with employees who perform poorly	22	31	34	11	53%	53%	48%	
Q7f. My organisation is committed to developing its employees	25	45	23		70%	65%	53%	

KEY





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	80% AGGREGATE SCORE				AGREEMENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	50	16	13	70%	72%	67%
Q1f. I am able to keep my work stress at an acceptable level	17	53	17	13	70%	68%	61%
Q2c. I receive help and support from other members of my workgroup	52	42			94%	87%	81%
Q2d. There is good team spirit in my workgroup	59	27	11		86%	81%	70%

KEY



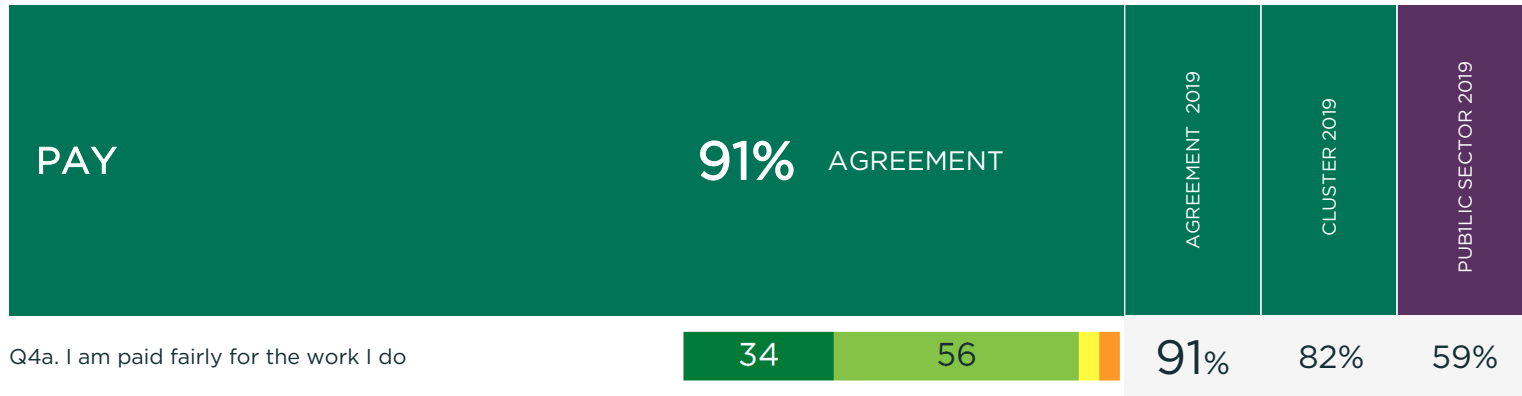


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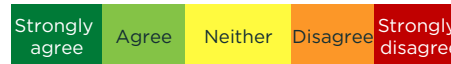
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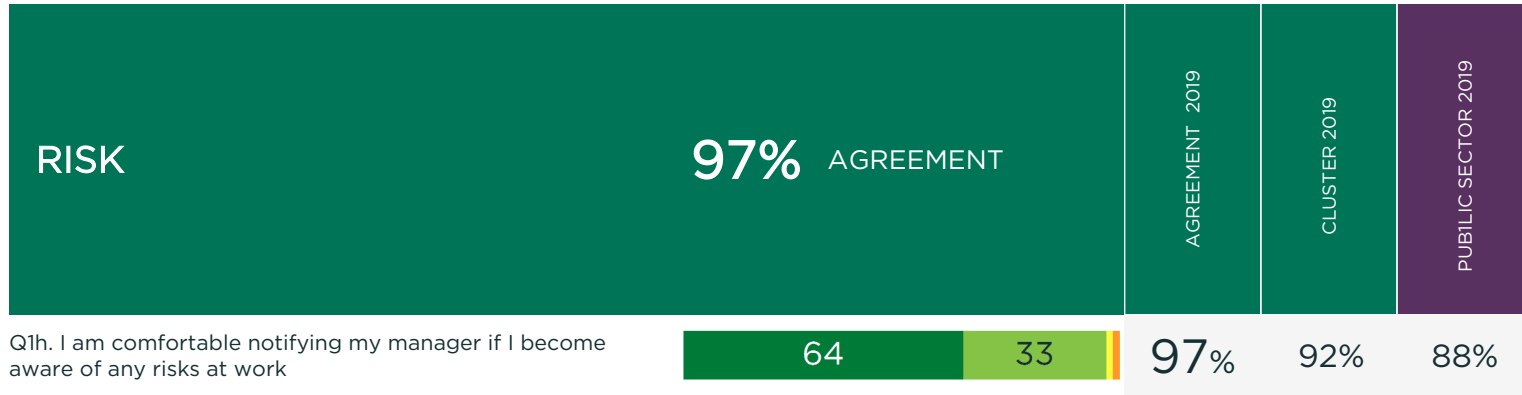


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Results are rounded and may not add up to 100%



### KEY



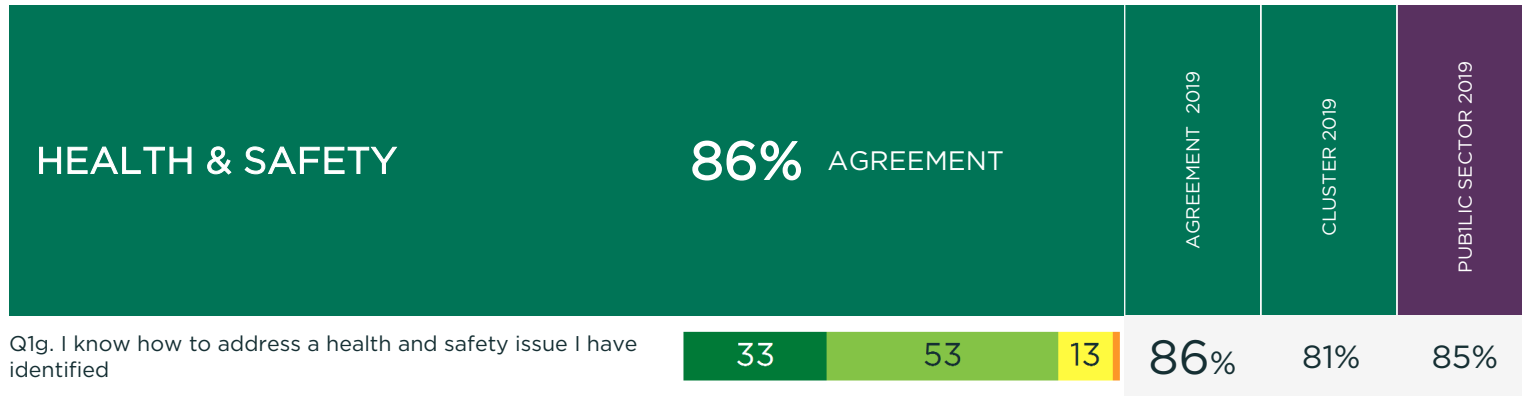


## EXPLORE THE FULL RESULTS

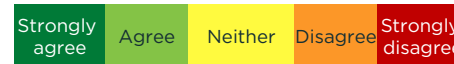
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

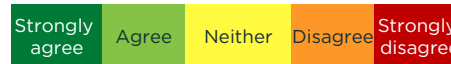
## ACTION ON RESULTS

87% AGREEMENT

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



KEY



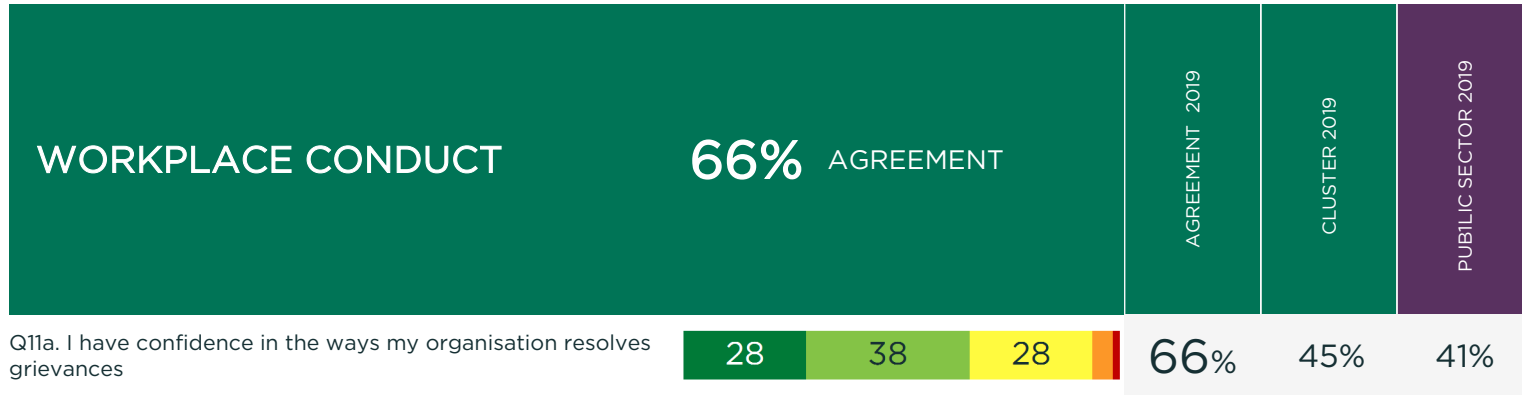


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



### KEY





## WELLBEING AND ENGAGEMENT

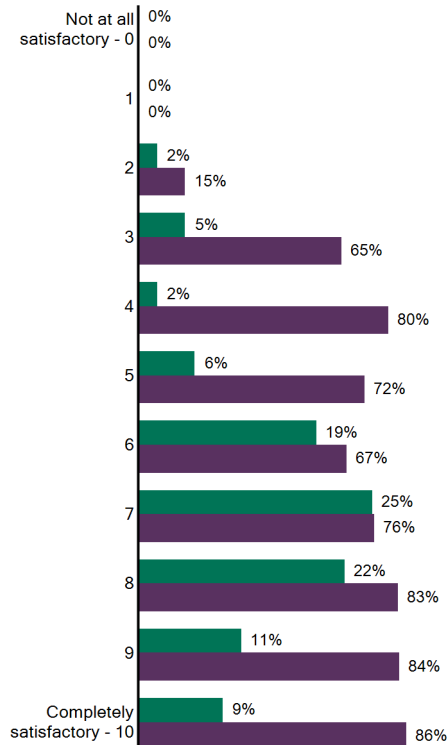
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

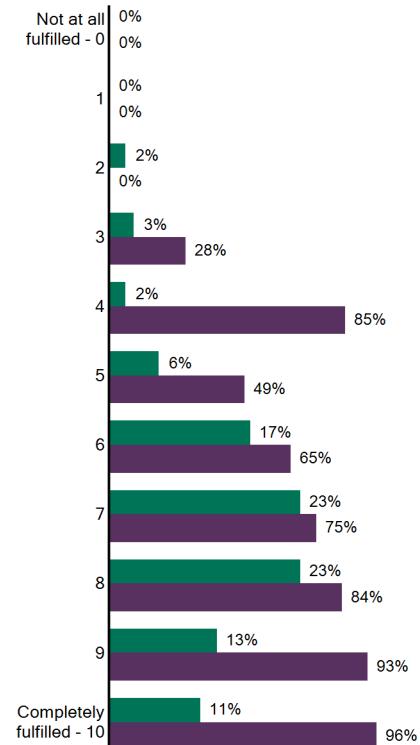
This compares Wellbeing to Engagement.

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



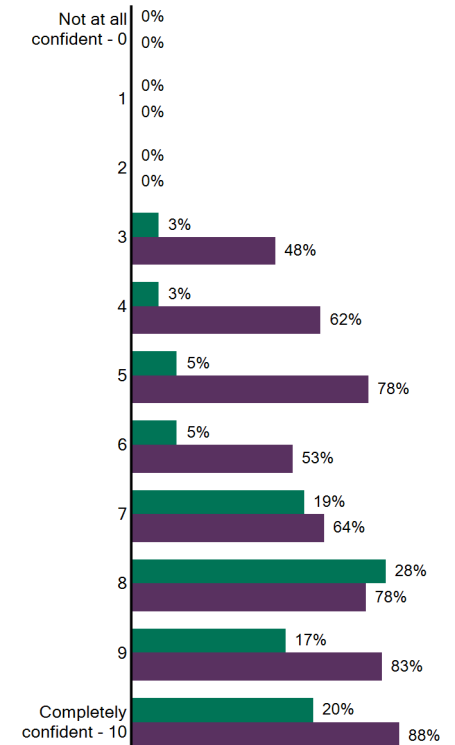
Proportion of respondents answering each response option

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



Employee engagement score

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





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

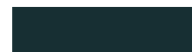
2019

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes



47%

62%

71%

No



53%

38%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



73%

81%

76%

No



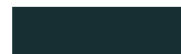
27%

19%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes

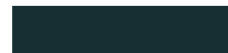


44%

66%

60%

No



56%

34%

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

CLUSTER 2019

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		44%	51%	41%
No		56%	49%	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

CLUSTER 2019

PUBLIC SECTOR 2019

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

		2019	CLUSTER 2019	PUBLIC SECTOR 2019
There are no major barriers to my career progression		41%	30%	29%
Lack of visible opportunities		27%	36%	29%
Lack of promotion opportunities		19%	35%	28%
Geographic location considerations		19%	23%	25%
Personal/family considerations		19%	22%	29%
Other		10%	7%	9%
Lack of support for temporary assignments/secondments		8%	14%	15%
The application/recruitment process is too cumbersome or time consuming		8%	18%	22%
Insufficient training and development		6%	9%	15%
Lack of required capabilities or experience		6%	9%	11%
Lack of support from my manager/supervisor		5%	8%	13%

% are calculated with the number of unique respondents (N = 63 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

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		5%	15%	27%
No		80%	73%	56%
Don't know		16%	12%	17%

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

Yes	(r)
No	(r)
Don't know	(r)



## 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

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		17%	25%	33%
No		75%	68%	57%
Don't know		8%	8%	10%

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

Yes		8%	11%	18%
No		86%	83%	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

CLUSTER 2019

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

A senior manager	(r)
Your immediate manager/supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



## 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

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	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		0%	1%	4%
No		95%	98%	94%
Don't know		5%	2%	2%

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

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



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

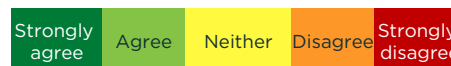
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

## PREMIER AND CABINET CUSTOMISED QUESTIONS

				AGREEMENT 2019	CLUSTER 2019
Q1. My manager actively supports a diverse and inclusive work environment	44	45	9	89%	85%
Q2. I feel a sense of belonging in my team	36	47	14	83%	80%
Q3. The people I work with have safe work practices	44	52		95%	90%
Q4. My manager promotes safe work practices in my workplace	41	42	14	83%	85%
Q5. I feel senior managers provide me with opportunities to give feedback on my workplace experience	30	52	13	81%	68%
Q6. I feel comfortable providing feedback to senior managers	27	52	11 9	78%	64%
Q7. I believe my manager considers the Public Service values when recruiting new employees	36	39	23	75%	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

CLUSTER 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%	8%
Reduced time for the recruitment process		13%	34%
More attention given to my induction by my manager		20%	19%
Reduced time to receive network access/equipment i.e. laptop		19%	18%
Not applicable - I would not change anything		41%	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

CLUSTER 2019

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

		2019	CLUSTER 2019
Head of the agency		8%	7%
Deputy Secretaries or equivalent		11%	16%
Executive Directors or equivalent		33%	28%
Directors or equivalent		20%	18%
The managers above my manager		28%	31%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		34%
Female		64%
Other		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		7%
25-29		13%
30-34		15%
35-39		11%
40-44		21%
45-49		16%
50-54		8%
55-59		3%
60-64		5%
65+		0%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2%
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)	2%
Administrative support (e.g. executive/personal assistant, receptionist)	13%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	27%
Policy	27%
Research	3%
Program and project management support	16%
Legal (including developing and/or reviewing legislation)	2%
Other	11%

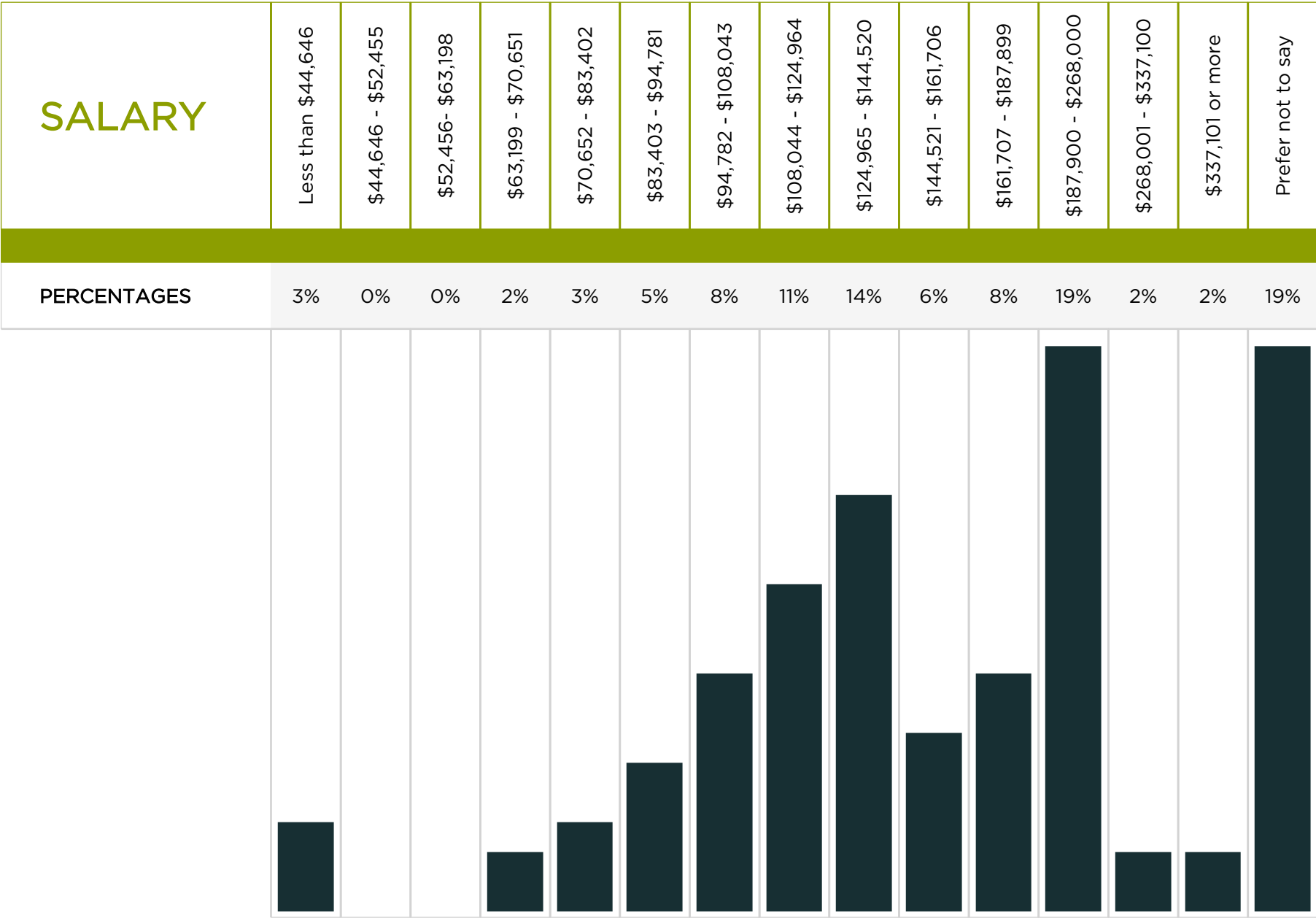


# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		35%
1 - 2 years		29%
2 - 5 years		35%
5 - 10 years		0%
10 - 20 years		2%
More than 20 years		0%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		77%
Working from home		73%
Working from different locations		44%
Working additional hours to make up for time off		28%
Working more hours over fewer days		27%
Part-time work		14%
Leave without pay		9%

% are calculated with the number of unique respondents (N = 64 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Study leave	5%
None of the above	3%
Flexible scheduling for rostered workers	2%
Job sharing	0%
Purchasing annual leave	0%
Other	0%

% are calculated with the number of unique respondents (N = 64 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%

	Greater Sydney Commission	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	64	1	1	8	17	17	2	10	1	7
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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

# 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%

	Greater Sydney Commission	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
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>4</b>	<b>5</b>	<b>12</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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

# 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%

	Greater Sydney Commission	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>1</b>	<b>12</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)
COMMUNICATION	77%	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)
DIVERSITY & INCLUSION	87%	(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%

	Greater Sydney Commission	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>22</b>	<b>18</b>	<b>22</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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



# 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%

	Greater Sydney Commission	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
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>49</b>	<b>17</b>	<b>18</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>28</b>	<b>47</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>2</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	77%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	79%	81%	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	76%	77%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	77%	77%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	78%	80%	(r)	(r)	(r)	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	81%	82%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	87%	88%	(r)	(r)	(r)	(r)	(r)	(r)	86%	(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%

	Greater Sydney Commission	Sydney East	Sydney West	Sydney - Parramatta	Sydney - City and Inner South	Sydney - South West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	64	3	59	58	3	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(r)	(r)	86%	(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%

	Greater Sydney Commission	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	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	64	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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%

	Greater Sydney Commission	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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%

	Greater Sydney Commission	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>13</b>	<b>10</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	87%	(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

# 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%

	Greater Sydney Commission	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>64</b>	<b>22</b>	<b>41</b>	<b>1</b>
<b>EMPLOYEE ENGAGEMENT</b>	76%	(r)	75%	(r)
ENGAGEMENT WITH WORK	79%	(r)	74%	(r)
SENIOR MANAGERS	76%	(r)	72%	(r)
COMMUNICATION	77%	(r)	74%	(r)
HIGH PERFORMANCE	78%	(r)	76%	(r)
PUBLIC SECTOR VALUES	81%	(r)	78%	(r)
DIVERSITY & INCLUSION	87%	(r)	87%	(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

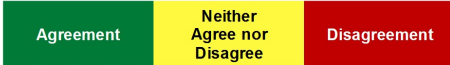
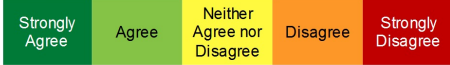
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.