



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Premier and Cabinet

Infrastructure NSW



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
All Questions by Topic	10
Profile of Respondents	39
Results by Select Demographics	46
Report Guide	56

RESPONSE RATE

>100%

66 OF 59 RESPONDENTS

RESPONSE RATE 2018: >100%

EMPLOYEE ENGAGEMENT

71% 

DIFFERENCE FROM 2018 -2 (73%)

DIFFERENCE FROM CLUSTER +2 (69%)

DIFFERENCE FROM PUBLIC SECTOR +5 (66%)

ENGAGEMENT WITH WORK

83% 

DIFFERENCE FROM 2018 +2 (80%)

DIFFERENCE FROM CLUSTER +9 (74%)

DIFFERENCE FROM PUBLIC SECTOR +10 (73%)

SENIOR MANAGERS

70% 

DIFFERENCE FROM 2018 -3 (74%)

DIFFERENCE FROM CLUSTER +9 (61%)

DIFFERENCE FROM PUBLIC SECTOR +21 (50%)

COMMUNICATION

78% 

DIFFERENCE FROM 2018 -2 (80%)

DIFFERENCE FROM CLUSTER +6 (71%)

DIFFERENCE FROM PUBLIC SECTOR +15 (62%)

HIGH PERFORMANCE

76% 

DIFFERENCE FROM 2018 -1 (77%)

DIFFERENCE FROM CLUSTER +3 (73%)

DIFFERENCE FROM PUBLIC SECTOR +11 (65%)

PUBLIC SECTOR VALUES

77% 

DIFFERENCE FROM 2018 -1 (79%)

DIFFERENCE FROM CLUSTER +4 (73%)

DIFFERENCE FROM PUBLIC SECTOR +15 (62%)

DIVERSITY & INCLUSION

84% -

DIFFERENCE FROM 2018 0 (84%)

DIFFERENCE FROM CLUSTER +3 (81%)

DIFFERENCE FROM PUBLIC SECTOR +15 (69%)

FLEXIBLE WORKING SATISFACTION

84% 

DIFFERENCE FROM 2018 +3 (81%)

DIFFERENCE FROM CLUSTER 0 (84%)

DIFFERENCE FROM PUBLIC SECTOR +25 (59%)

ACTION ON RESULTS

65% 

DIFFERENCE FROM 2018 -7 (71%)

DIFFERENCE FROM CLUSTER +8 (56%)

DIFFERENCE FROM PUBLIC SECTOR +25 (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	91%	91%
2c. I receive help and support from other members of my workgroup	91%	91%
2a. My workgroup strives to achieve customer/client satisfaction	91%	92%
8e. My manager supports flexible working in my team	90%	81%
1h. I am comfortable notifying my manager if I become aware of any risks at work	89%	-
6i. Senior managers in my organisation support the career advancement of women	89%	86%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	89%	89%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	87%	86%
2b. My workgroup works collaboratively to achieve its objectives	86%	85%
7h. My organisation generally selects capable people to do the job	86%	83%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3g. I am satisfied with the opportunities available for career development in my organisation	32%	53%
3e. My performance is assessed against clear criteria	33%	50%
7g. I have confidence in the way recruitment decisions are made	41%	54%
3f. I have received appropriate training and development to do my job well	48%	48%
11a. I have confidence in the ways my organisation resolves grievances	50%	49%
5h. My manager deals appropriately with employees who perform poorly	51%	57%
7f. My organisation is committed to developing its employees	53%	71%
7c. I feel that change is managed well in my organisation	53%	62%
7d. There is good co-operation between teams across our organisation	58%	63%
1f. I am able to keep my work stress at an acceptable level	62%	82%



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
7k. I feel a strong personal attachment to my organisation	68%	58%
8e. My manager supports flexible working in my team	90%	81%
2e. People in my workgroup treat each other with respect	82%	76%
7e. People in my organisation take responsibility for their own actions	70%	65%
7l. My organisation motivates me to help it achieve its objectives	73%	68%
4a. I am paid fairly for the work I do	82%	77%
6i. Senior managers in my organisation support the career advancement of women	89%	86%
1d. I feel motivated to contribute more than what is normally required at work	83%	80%
2d. There is good team spirit in my workgroup	82%	79%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	84%	81%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3g. I am satisfied with the opportunities available for career development in my organisation	32%	53%
1f. I am able to keep my work stress at an acceptable level	62%	82%
7f. My organisation is committed to developing its employees	53%	71%
3e. My performance is assessed against clear criteria	33%	50%
1b. I am provided with the support I need to do my best at work	67%	80%
7g. I have confidence in the way recruitment decisions are made	41%	54%
1g. I know how to address a health and safety issue I have identified	76%	86%
6h. I feel that senior managers listen to employees	69%	78%
7c. I feel that change is managed well in my organisation	53%	63%
10a. I believe action will be taken on the results from this survey by my organisation	65%	71%



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

Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



Q7f. My organisation is committed to developing its employees



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



Q7f. My organisation is committed to developing its employees



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager deals appropriately with employees who perform poorly



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



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



Q3g. I am satisfied with the opportunities available for career development in my organisation



Q7f. My organisation is committed to developing its employees



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: 66

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	43	Senior Executive (ongoing/permanent or term)	27	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2
Female	57	Ongoing/Permanent (other than senior executive)	27	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)	0
Other	0	Temporary (including temporary teachers and graduates)	3	Administrative support (e.g. executive/personal assistant, receptionist)	10
		Casual	3	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	18
		Contract – Non Executive	29	Policy	13
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	6	Research	0
		Other	2	Program and project management support	35
		Don't know	2	Legal (including developing and/or reviewing legislation)	0
				Other	23
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	18	Yes	24	Less than 1 year	31
35 - 54 years	53	No	76	1 - 2 years	27
55+ years	29			2 - 5 years	32
		Supervisors	Survey %	5 - 10 years	10
		Yes	40	10 - 20 years	0
		No	60	More than 20 years	0
		Working arrangement	Survey %		
		Full-time	85	Salary	Survey %
		Part-time	15	\$83,402 and below	10
				\$83,403 - \$108,043	11
				\$108,044 - \$144,520	26
				\$144,521 and above	40
				Prefer not to say	13
LOTE spoken at home	Survey %				
Yes	11				
No	84				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	97				
Prefer not to say	2				
Disability	Survey %				
Yes	2				
No	94				
Prefer not to say	5				
LGBTI	Survey %				
Yes	3				
No	90				
Prefer not to say	6				

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.

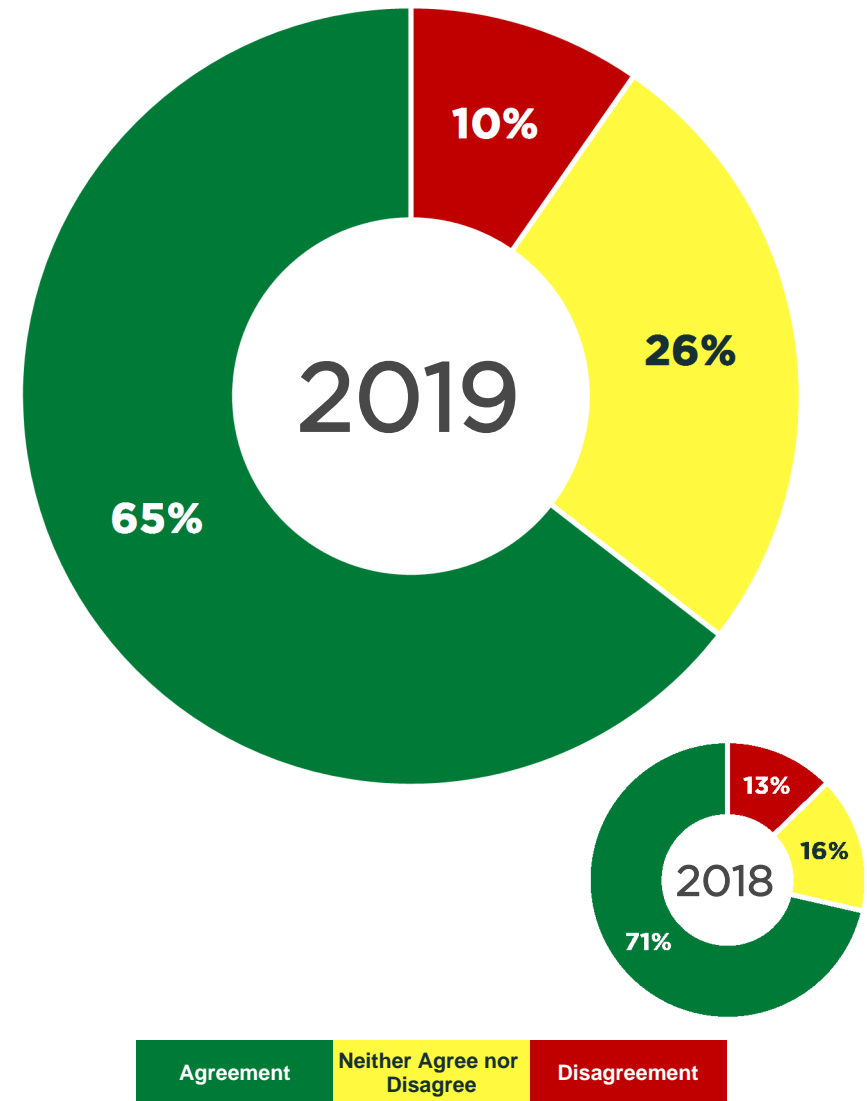
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65%

of employees replied favourably to:

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

39%	56%	71%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7e. People in my organisation take responsibility for their own actions	70%	65%	65%	48%
2	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	83%	86%	73%	53%
3	Q6h. I feel that senior managers listen to employees	69%	78%	55%	44%
4	Q6a. I believe senior managers provide clear direction for the future of the organisation	66%	71%	58%	51%
5	Q7a. My organisation focuses on improving the work we do	84%	88%	80%	69%
6	Q6d. Senior managers encourage innovation by employees	70%	70%	60%	51%



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	71% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	24	49	17	8	73%	73%	69%	62%
Q7j. I am proud to tell others I work for my organisation	33	48	13	8	81%	83%	78%	70%
Q7k. I feel a strong personal attachment to my organisation	21	47	21	8	68%	58%	58%	64%
Q7l. My organisation motivates me to help it achieve its objectives	24	49	16	8	73%	68%	64%	56%
Q7m. My organisation inspires me to do the best in my job	25	43	20	10	67%	74%	62%	56%

KEY





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	83% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	38	46	8	85%	82%	77%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	41	42	8	83%	80%	76%	72%
Q1e. I am satisfied with my job	26	55	9	80%	79%	69%	69%

KEY





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SENIOR MANAGERS	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	50	19	13	66%	71%	58%	51%
Q6b. I feel that senior managers effectively lead and manage change	11	55	20	8	66%	67%	55%	47%
Q6c. I feel that senior managers model the values of my organisation	11	64	14	8	75%	73%	63%	52%
Q6d. Senior managers encourage innovation by employees	16	55	20		70%	70%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	61	13		83%	86%	73%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	25	56	14		81%	82%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	23	48	16	11	72%	72%	62%	48%
Q6h. I feel that senior managers listen to employees	17	52	20		69%	78%	55%	44%
Q7c. I feel that change is managed well in my organisation	13	41	25	11	53%	63%	46%	42%

KEY





EXPLORE THE FULL RESULTS

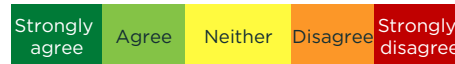
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COMMUNICATION	78% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q5c. My manager communicates effectively with me	38	43	12	82%	80%	77%	72%	
Q5d. My manager encourages and values employee input	40	45	12	85%	82%	81%	73%	
Q5e. My manager involves my workgroup in decisions about our work	37	40	18	77%	80%	76%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	23	48	16	11	72%	72%	62%	48%
Q6h. I feel that senior managers listen to employees	17	52	20	69%	78%	55%	44%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	51	10	83%	84%	78%	69%	

KEY





EXPLORE THE FULL RESULTS

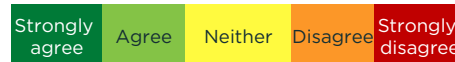
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	HIGH PERFORMANCE		76% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1a. I understand what is expected of me to do well in my role	44	47		91%	91%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	48	38	9	86%	85%	85%	79%	
Q3f. I have received appropriate training and development to do my job well	11	38	32	15	48%	48%	63%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	43	35	15		78%	82%	81%	75%
Q5f. I have confidence in the decisions my manager makes	42	42	12		83%	82%	77%	69%
Q6d. Senior managers encourage innovation by employees	16	55	20		70%	70%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	61	13		83%	86%	73%	53%
Q7a. My organisation focuses on improving the work we do	31	53	13		84%	88%	80%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	53	19	9	70%	72%	64%	57%

KEY



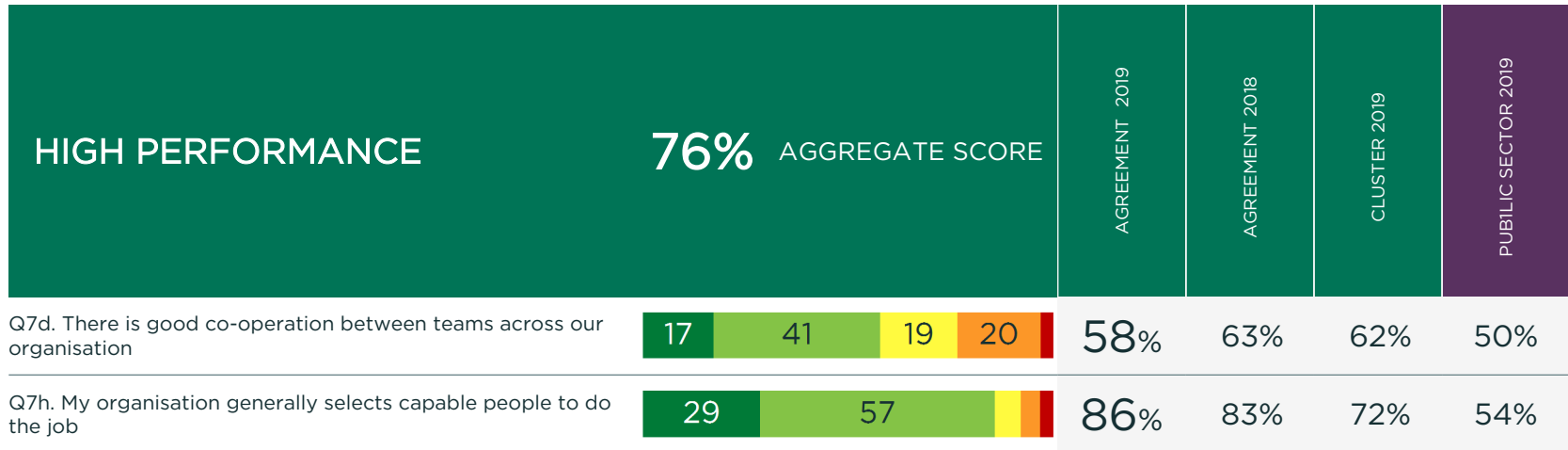


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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KEY





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PUBLIC SECTOR VALUES	77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	51	40	91%	92%	94%	86%	
Q2e. People in my workgroup treat each other with respect	47	35	12	82%	76%	84%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	43	35	15	78%	82%	81%	75%	
Q5b. My manager listens to what I have to say	48	33	11	81%	88%	82%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	50	19	13	66%	71%	58%	51%
Q6c. I feel that senior managers model the values of my organisation	11	64	14	8	75%	73%	63%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	25	56	14		81%	82%	77%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	23	48	16	11	72%	72%	62%	48%
Q6h. I feel that senior managers listen to employees	17	52	20		69%	78%	55%	44%

KEY



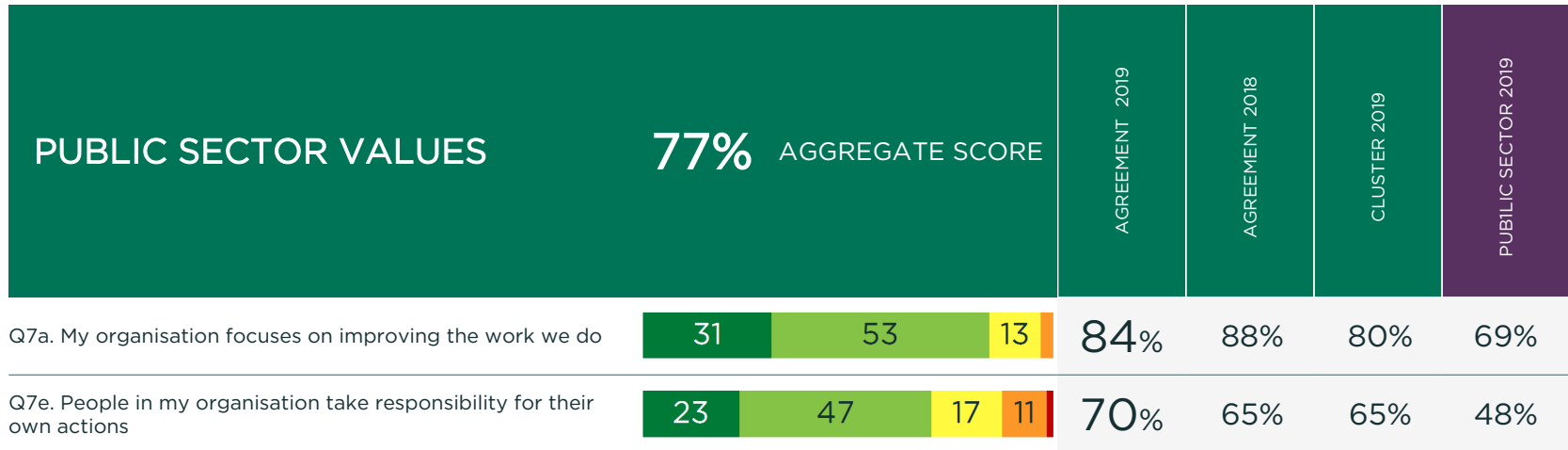


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KEY





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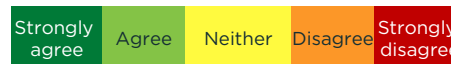
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	84% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	26	41	15	17	67%	80%	72%	67%
Q5b. My manager listens to what I have to say	48	33	11		81%	88%	82%	76%
Q5d. My manager encourages and values employee input	40	45	12		85%	82%	81%	73%
Q6i. Senior managers in my organisation support the career advancement of women	44	45	9		89%	86%	79%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	38	49	10		87%	86%	85%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	40	48	10		89%	89%	80%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	32	51	10		83%	84%	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>	41	43	11		84%	81%	84%	59%
Q8e. My manager supports flexible working in my team	50	40			90%	81%	88%	63%

KEY



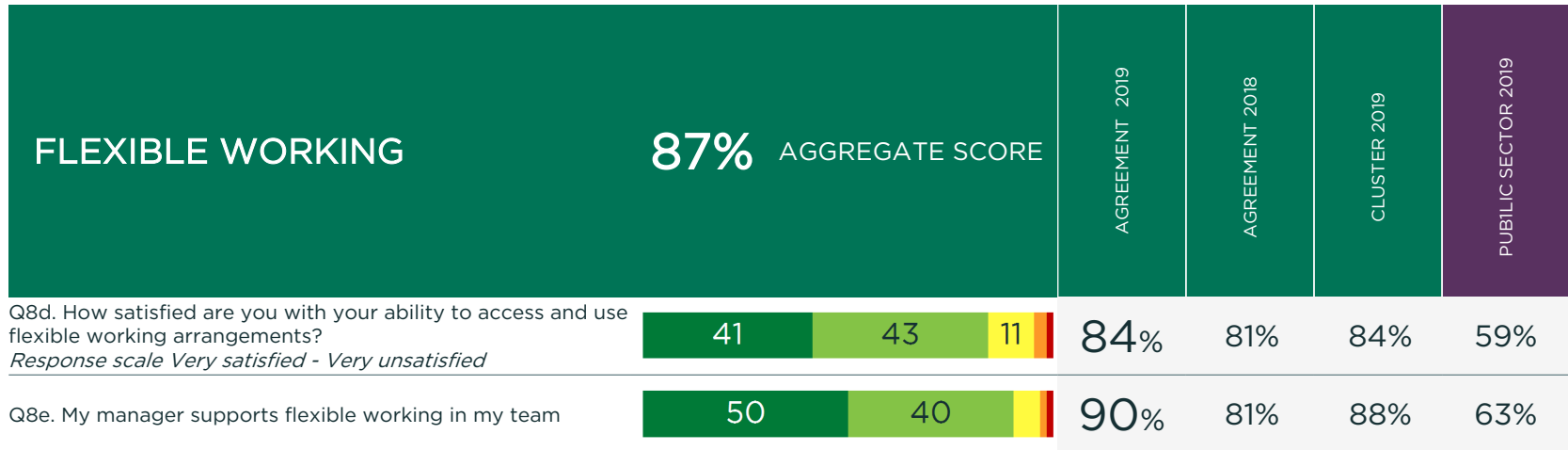


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KEY



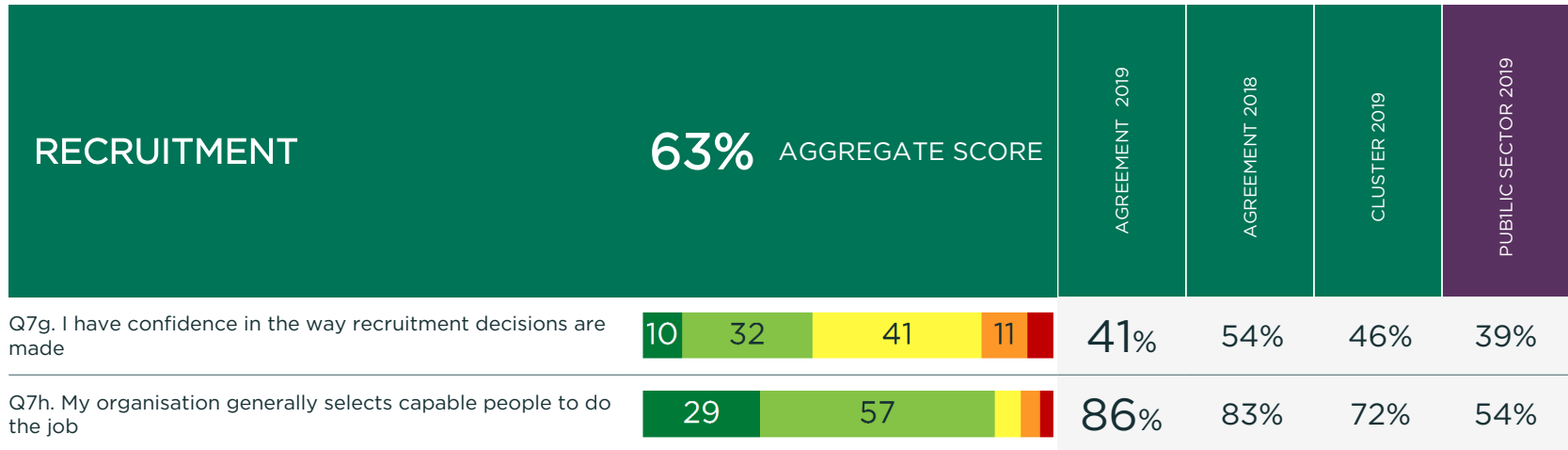


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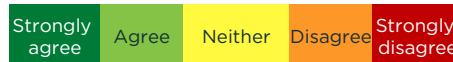
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

53% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		65%	71%	72%	66%
Q3e. My performance is assessed against clear criteria		33%	50%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		32%	53%	47%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		83%	83%	78%	69%
Q5h. My manager deals appropriately with employees who perform poorly		51%	57%	53%	48%
Q7f. My organisation is committed to developing its employees		53%	71%	65%	53%

KEY





EXPLORE THE FULL RESULTS

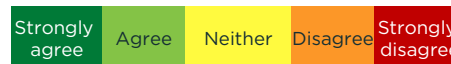
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WORKPLACE SUPPORT	75% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	26	41	15	17	67%	80%	72%	67%
Q1f. I am able to keep my work stress at an acceptable level	20	42	20	15	62%	82%	68%	61%
Q2c. I receive help and support from other members of my workgroup	50	41	8		91%	91%	87%	81%
Q2d. There is good team spirit in my workgroup	50	32	8	8	82%	79%	81%	70%

KEY



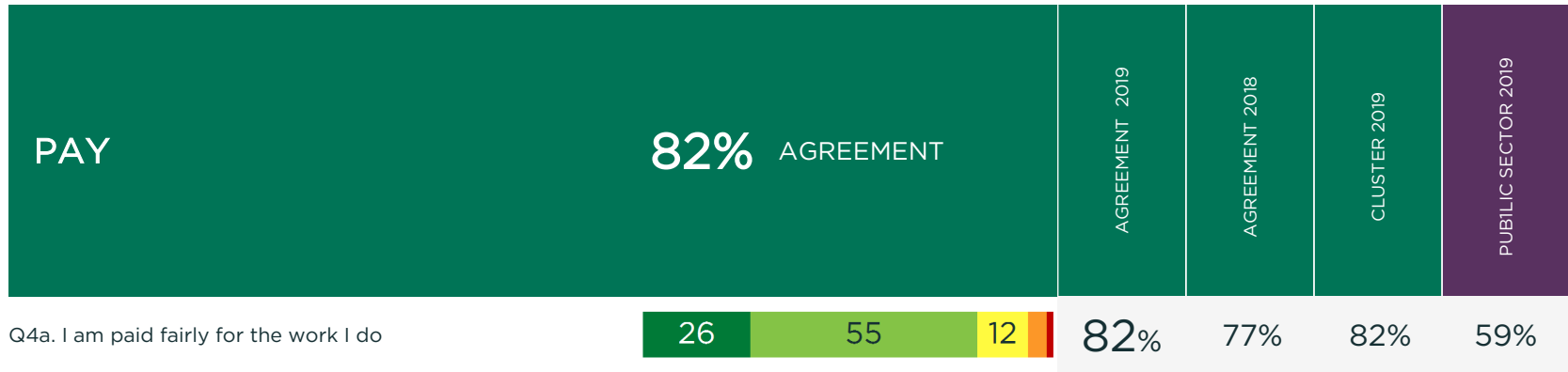


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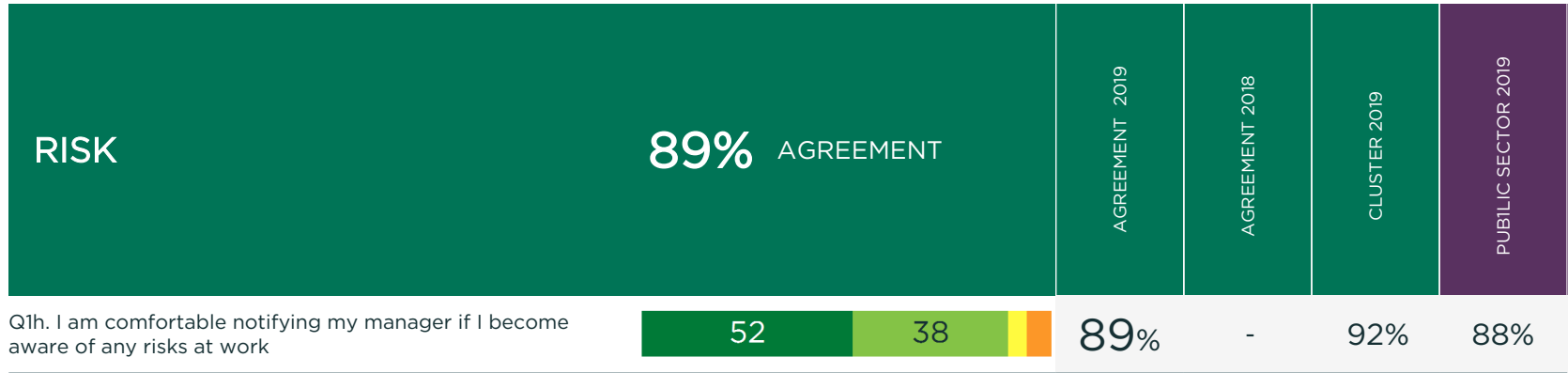


EXPLORE THE FULL RESULTS

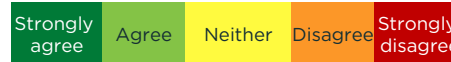
Questions are grouped by topics in this report.

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.

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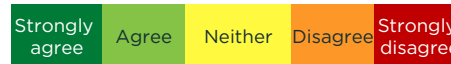
HEALTH & SAFETY

76% AGREEMENT

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



KEY





EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

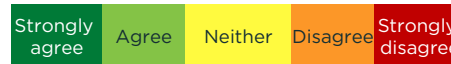
ACTION ON RESULTS

65% AGREEMENT

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



KEY



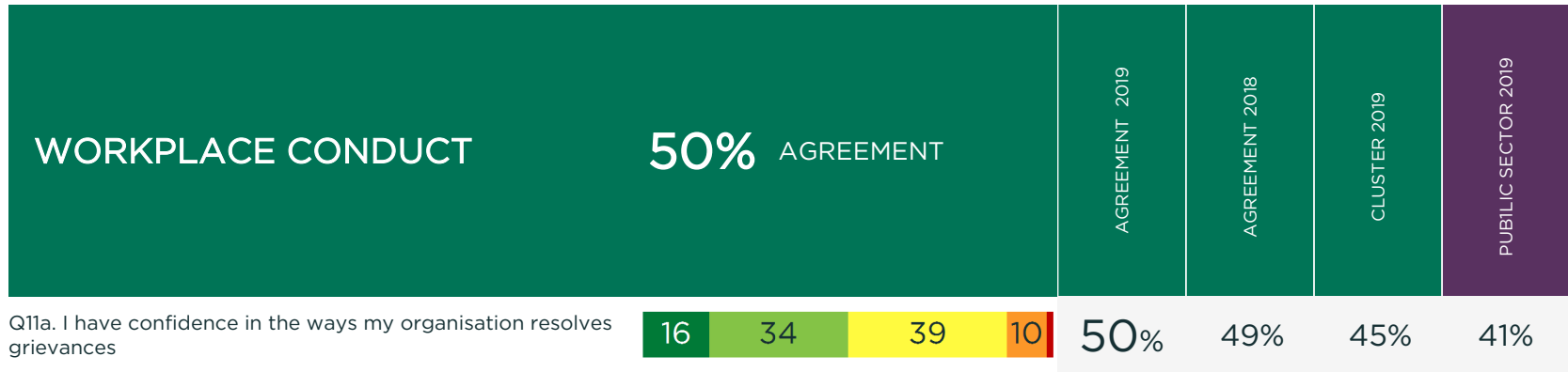


EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY

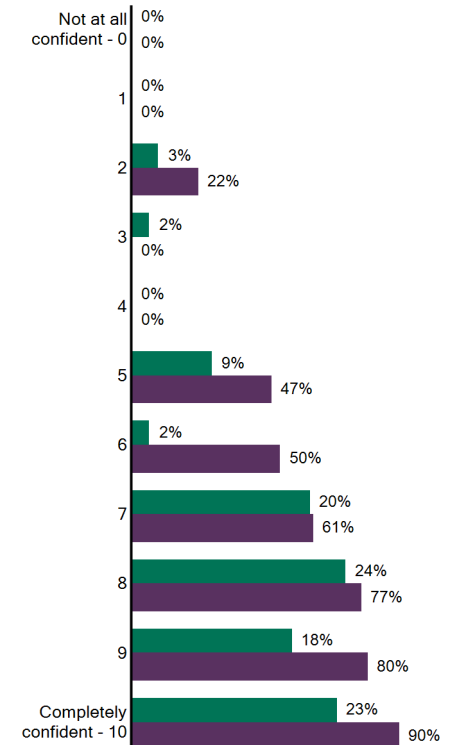
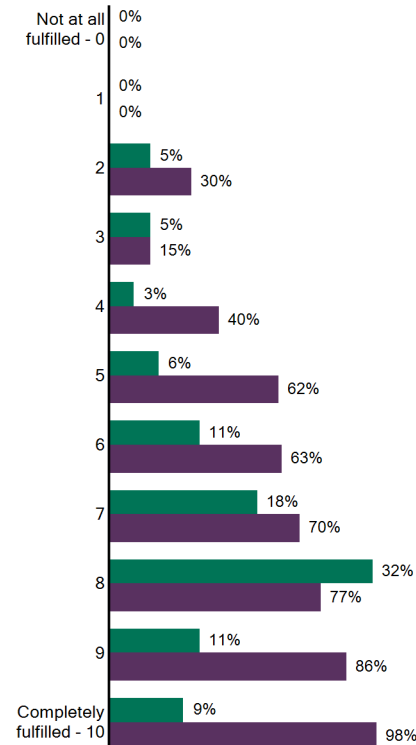
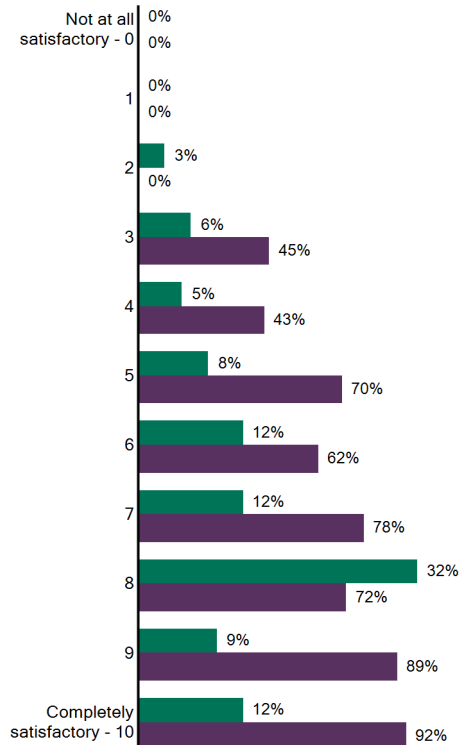


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		23%	45%	62%	71%
No		77%	55%	38%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		67%	83%	81%	76%
No		33%	17%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		35%	44%	66%	60%
No		65%	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

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		48%	33%	51%	41%
No		52%	67%	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

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of visible opportunities		38%	23%	36%	29%
Lack of promotion opportunities		33%	23%	35%	28%
There are no major barriers to my career progression		28%	52%	30%	29%
The application/recruitment process is too cumbersome or time consuming		19%	11%	18%	22%
Personal/family considerations		14%	8%	22%	29%
Geographic location considerations		11%	8%	23%	25%
Lack of support for temporary assignments/secondments		11%	5%	14%	15%
Lack of required capabilities or experience		9%	5%	9%	11%
Lack of support from my manager/supervisor		8%	3%	8%	13%
Insufficient training and development		8%	2%	9%	15%
Other		6%	8%	7%	9%

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



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		13%	12%	15%	27%
No		75%	77%	73%	56%
Don't know		11%	11%	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	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		21%	26%	25%	33%
No		74%	66%	68%	57%
Don't know		5%	8%	8%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		5%	11%	11%	18%
No		92%	82%	83%	75%
Don't know		3%	8%	6%	7%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

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

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	0%	-	1%	4%
No	98%	100%	98%	94%
Don't know	2%	-	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

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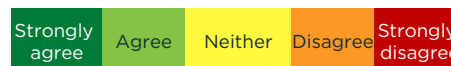
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Results are rounded and may not add up to 100%

PREMIER AND CABINET CUSTOMISED QUESTIONS

						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My manager actively supports a diverse and inclusive work environment	45	45				90%	-	85%
Q2. I feel a sense of belonging in my team	37	44	11			81%	-	80%
Q3. The people I work with have safe work practices	38	54	8			92%	-	90%
Q4. My manager promotes safe work practices in my workplace	43	49	8			92%	-	85%
Q5. I feel senior managers provide me with opportunities to give feedback on my workplace experience	26	44	16	11		69%	-	68%
Q6. I feel comfortable providing feedback to senior managers	29	45	11	10		74%	-	64%
Q7. I believe my manager considers the Public Service values when recruiting new employees	35	40	21			76%	-	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		14%	8%
Reduced time for the recruitment process		21%	34%
More attention given to my induction by my manager		25%	19%
Reduced time to receive network access/equipment i.e. laptop		12%	18%
Not applicable - I would not change anything		28%	21%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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		23%	7%
Deputy Secretaries or equivalent		11%	16%
Executive Directors or equivalent		31%	28%
Directors or equivalent		10%	18%
The managers above my manager		25%	31%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		43%
Female		57%
Other		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		0%
25-29		6%
30-34		11%
35-39		11%
40-44		13%
45-49		18%
50-54		11%
55-59		16%
60-64		6%
65+		6%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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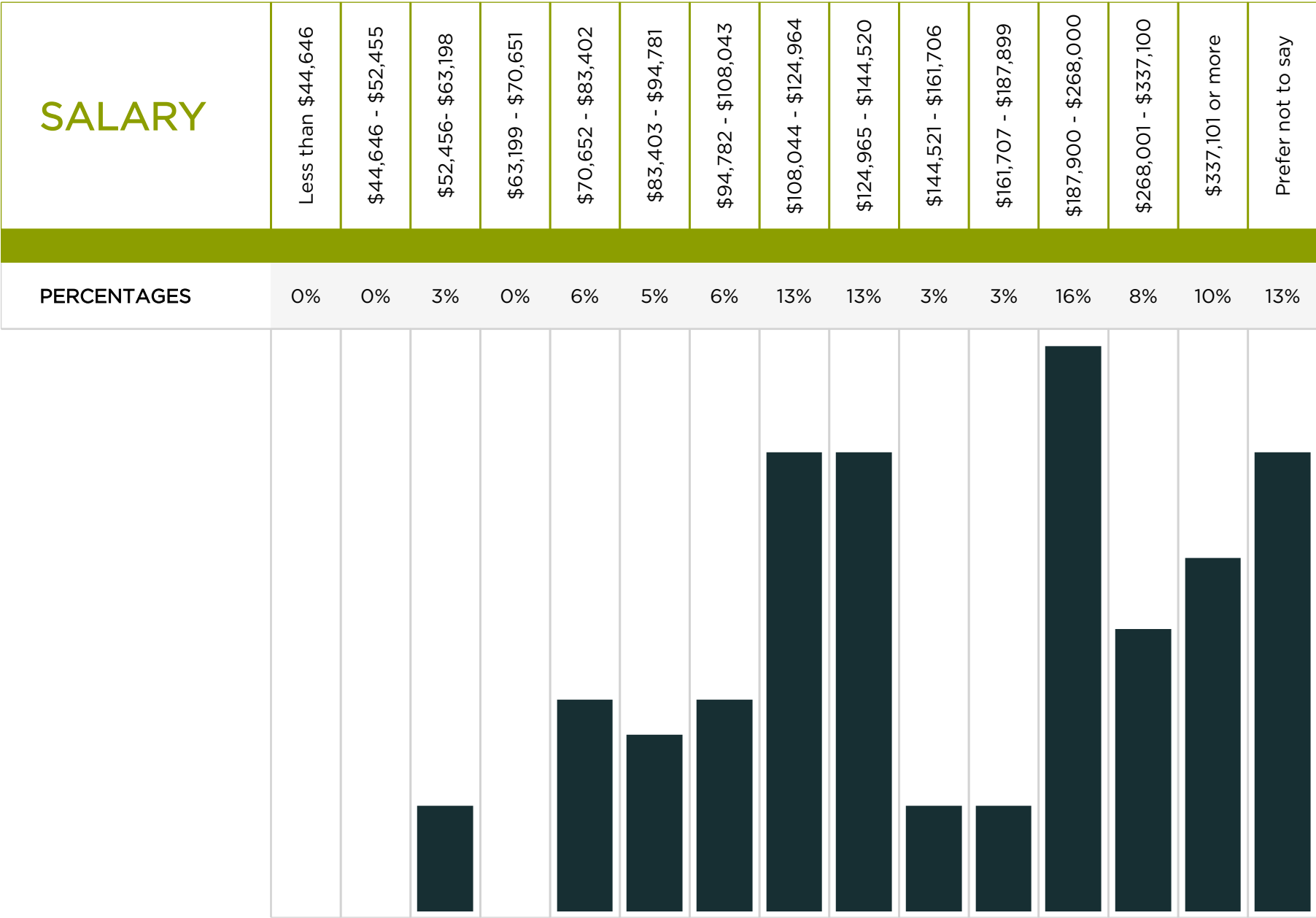
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	2%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	0%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	18%
Policy	13%
Research	0%
Program and project management support	35%
Legal (including developing and/or reviewing legislation)	0%
Other	23%

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		31%
1 - 2 years		27%
2 - 5 years		32%
5 - 10 years		10%
10 - 20 years		0%
More than 20 years		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		67%
Working from home		67%
Working additional hours to make up for time off		25%
Working from different locations		25%
Part-time work		16%
None of the above		16%
Working more hours over fewer days		13%

% are calculated with the number of unique respondents (N = 61 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	11%
Study leave	2%
Flexible scheduling for rostered workers	0%
Job sharing	0%
Purchasing annual leave	0%
Other	0%

% are calculated with the number of unique respondents (N = 61 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%

	Infrastructure NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	66	1	0	6	11	8	0	22	0	14
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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

Results are rounded and may not add up to 100%

	Infrastructure NSW	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	66	0	0	2	0	4	3	4	8	8	2	2	10	5
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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.

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	Infrastructure NSW	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	66	6	8
EMPLOYEE ENGAGEMENT	71%	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)
COMMUNICATION	78%	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Infrastructure NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	66	18	16	19	6	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Infrastructure NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	66	41	8	15	0	10	0	15	41	0	7	1	0	10
EMPLOYEE ENGAGEMENT	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	83%	(r)	(r)	(r)	(r)	(r)	(r)	80%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	68%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	77%	(r)	(r)	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	76%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	76%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	84%	(r)	(r)	(r)	(r)	(r)	(r)	85%	(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
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Infrastructure NSW	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Inner South West	Sydney - Inner West	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle
NUMBER OF RESPONDENTS	66	55	2	53	1	1	1	1	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	82%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(r)	(r)	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Infrastructure NSW	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	66	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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%

	Infrastructure NSW	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	66	0	0	0	0	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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%

	Infrastructure NSW	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	66	0	0	4	7	7	8	11	7	10	4	4
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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%

	Infrastructure NSW	Male	Female	Other
NUMBER OF RESPONDENTS	66	26	35	0
EMPLOYEE ENGAGEMENT	71%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	83%	(r)	(r)	(r)
SENIOR MANAGERS	70%	(r)	(r)	(r)
COMMUNICATION	78%	(r)	(r)	(r)
HIGH PERFORMANCE	76%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	77%	(r)	(r)	(r)
DIVERSITY & INCLUSION	84%	(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

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

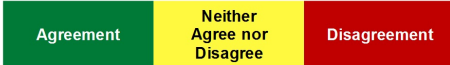
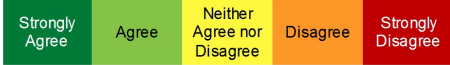
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.