



**2019** | NSW Public Sector  
Employee Survey

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CLUSTER REPORT  
Treasury



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## RESPONSE RATE

# 80%

1,847 OF 2,301 RESPONDENTS

RESPONSE RATE 2018: 94%

## EMPLOYEE ENGAGEMENT

# 70% -

DIFFERENCE FROM 2018 0 (70%)

DIFFERENCE FROM PUBLIC SECTOR +4 (66%)

## ENGAGEMENT WITH WORK

# 75% ↓

DIFFERENCE FROM 2018 -2 (77%)

DIFFERENCE FROM PUBLIC SECTOR +3 (73%)

## SENIOR MANAGERS

# 58% ↓

DIFFERENCE FROM 2018 -3 (61%)

DIFFERENCE FROM PUBLIC SECTOR +8 (50%)

## COMMUNICATION

# 72% ↓

DIFFERENCE FROM 2018 -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +10 (62%)

## HIGH PERFORMANCE

# 70% ↓

DIFFERENCE FROM 2018 -3 (73%)

DIFFERENCE FROM PUBLIC SECTOR +5 (65%)

## PUBLIC SECTOR VALUES

# 71% ↓

DIFFERENCE FROM 2018 -2 (73%)

DIFFERENCE FROM PUBLIC SECTOR +9 (62%)

## DIVERSITY & INCLUSION

# 80% -

DIFFERENCE FROM 2018 0 (80%)

DIFFERENCE FROM PUBLIC SECTOR +12 (69%)

## FLEXIBLE WORKING SATISFACTION

# 81% ↓

DIFFERENCE FROM 2018 -1 (82%)

DIFFERENCE FROM PUBLIC SECTOR +22 (59%)

## ACTION ON RESULTS

# 54% ↓

DIFFERENCE FROM 2018 -4 (58%)

DIFFERENCE FROM PUBLIC SECTOR +14 (39%)



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	92%	-
2a. My workgroup strives to achieve customer/client satisfaction	90%	91%
2c. I receive help and support from other members of my workgroup	86%	88%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	86%	83%
2e. People in my workgroup treat each other with respect	86%	87%
8e. My manager supports flexible working in my team	85%	85%
5b. My manager listens to what I have to say	85%	85%
1a. I understand what is expected of me to do well in my role	85%	86%
2b. My workgroup works collaboratively to achieve its objectives	84%	87%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	83%	80%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	43%	45%
7g. I have confidence in the way recruitment decisions are made	48%	43%
6b. I feel that senior managers effectively lead and manage change	50%	53%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	50%
11a. I have confidence in the ways my organisation resolves grievances	51%	48%
3e. My performance is assessed against clear criteria	52%	58%
6h. I feel that senior managers listen to employees	53%	56%
7e. People in my organisation take responsibility for their own actions	54%	58%
10a. I believe action will be taken on the results from this survey by my organisation	54%	58%
7d. There is good co-operation between teams across our organisation	54%	61%



### 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
4a. I am paid fairly for the work I do	71%	64%
7g. I have confidence in the way recruitment decisions are made	48%	43%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	83%	80%
11a. I have confidence in the ways my organisation resolves grievances	51%	48%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	86%	83%
5h. My manager deals appropriately with employees who perform poorly	55%	53%
7i. I would recommend my organisation as a great place to work	72%	71%
1g. I know how to address a health and safety issue I have identified	83%	82%
8c. I am able to speak up and share a different view to my colleagues and manager	81%	79%
5c. My manager communicates effectively with me	79%	78%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6e. Senior managers promote collaboration between my organisation and other organisations we work with	62%	72%
7d. There is good co-operation between teams across our organisation	54%	61%
3e. My performance is assessed against clear criteria	52%	58%
7e. People in my organisation take responsibility for their own actions	54%	58%
10a. I believe action will be taken on the results from this survey by my organisation	54%	58%
7h. My organisation generally selects capable people to do the job	66%	69%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	77%	80%
6h. I feel that senior managers listen to employees	53%	56%
6i. Senior managers in my organisation support the career advancement of women	66%	69%
6b. I feel that senior managers effectively lead and manage change	50%	53%



## YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# HIGHEST NEUTRAL SCORING QUESTIONS

## AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



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



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



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



**Q6d.** Senior managers encourage innovation by employees



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



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



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



**Q6d.** Senior managers encourage innovation by employees



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



**Q6d.** Senior managers encourage innovation by 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: 1847

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	45	Senior Executive (ongoing/permanent or term)	9	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	11
Female	52	Ongoing/Permanent (other than senior executive)	60	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9
Other	3	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	7
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	28
		Contract – Non Executive	18	Policy	12
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	9	Research	3
		Other	0	Program and project management support	10
		Don't know	1	Legal (including developing and/or reviewing legislation)	2
				Other	17
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	30	Yes	12	Less than 1 year	28
35 - 54 years	60	No	88	1 - 2 years	23
55+ years	10			2 - 5 years	32
		Supervisors	Survey %	5 - 10 years	9
		Yes	34	10 - 20 years	7
		No	66	More than 20 years	1
		Working arrangement	Survey %		
		Full-time	93	Salary	Survey %
		Part-time	7	\$83,402 and below	11
				\$83,403 - \$108,043	21
				\$108,044 - \$144,520	25
				\$144,521 and above	28
				Prefer not to say	14
LOTE spoken at home	Survey %				
Yes	30				
No	63				
Prefer not to say	7				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	1				
No	94				
Prefer not to say	5				
Disability	Survey %				
Yes	2				
No	94				
Prefer not to say	4				
LGBTI	Survey %				
Yes	4				
No	91				
Prefer not to say	5				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

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

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

Results are rounded and may not add up to 100%

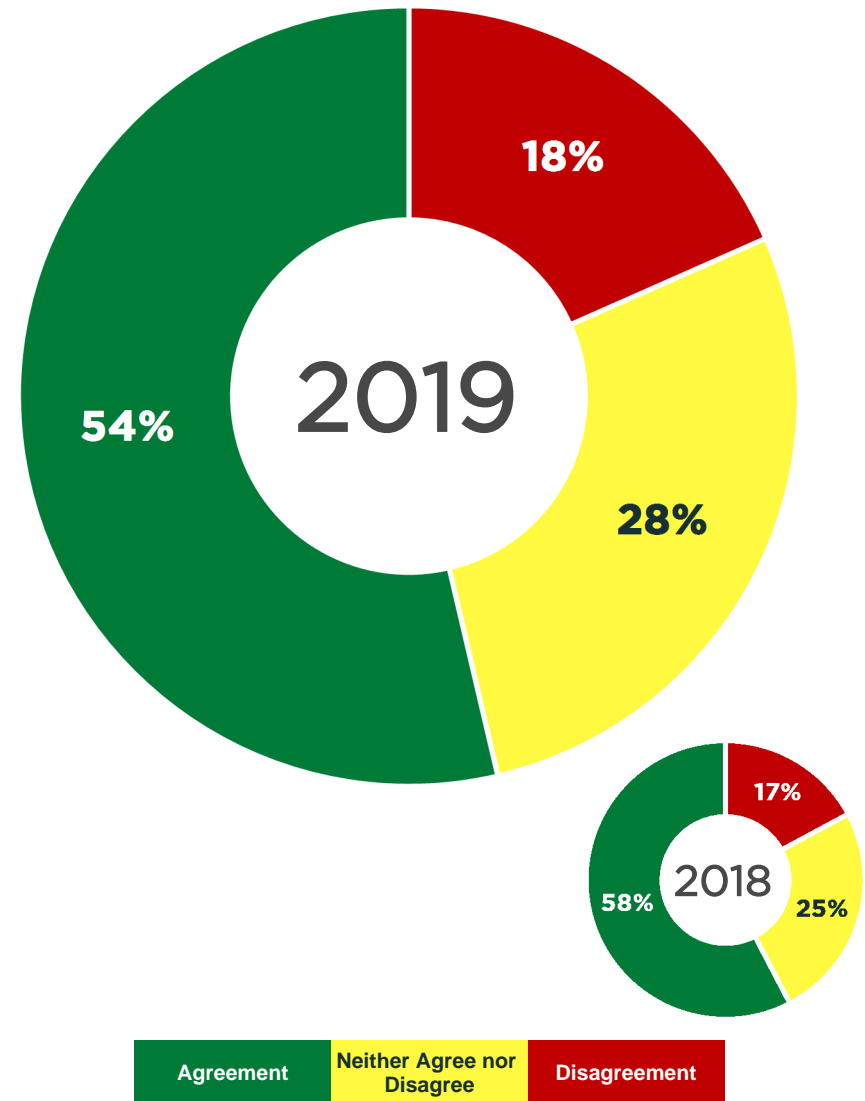
# 54%

of employees replied favourably to:

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

**39%**  
SECTOR

**58%**  
2018





# KEY DRIVERS OF ENGAGEMENT



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

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

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

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

## RANK

		% AGREEMENT 2019	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>61%</b>	64%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>77%</b>	77%	69%
<b>3</b>	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>51%</b>	50%	51%
<b>4</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>66%</b>	69%	54%
<b>5</b>	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>74%</b>	74%	67%
<b>6</b>	<b>Q3f.</b> I have received appropriate training and development to do my job well	<b>60%</b>	63%	66%

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for Treasury

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

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

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

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Treasury

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

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

	Treasury	Insurance & Care NSW (icare)	NSW Treasury	NSW Treasury Corporation (TCorp)	SAS Trustee Corporation (State Super)
NUMBER OF RESPONDENTS	1847	1053	554	205	35
EMPLOYEE ENGAGEMENT	70%	70%	68%	72%	80%
ENGAGEMENT WITH WORK	75%	74%	75%	80%	83%
SENIOR MANAGERS	58%	57%	56%	61%	77%
COMMUNICATION	72%	72%	72%	70%	90%
HIGH PERFORMANCE	70%	69%	71%	73%	85%
PUBLIC SECTOR VALUES	71%	71%	70%	73%	88%
DIVERSITY & INCLUSION	80%	81%	79%	80%	92%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## EXPLORE THE FULL RESULTS

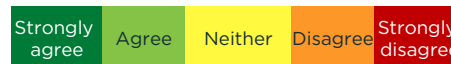
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	27	45	18		72%	71%	62%
Q7j. I am proud to tell others I work for my organisation	31	42	19		74%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	24	39	24	9	63%	63%	64%
Q7l. My organisation motivates me to help it achieve its objectives	22	43	23	8	65%	66%	56%
Q7m. My organisation inspires me to do the best in my job	22	41	24	8	64%	65%	56%

KEY



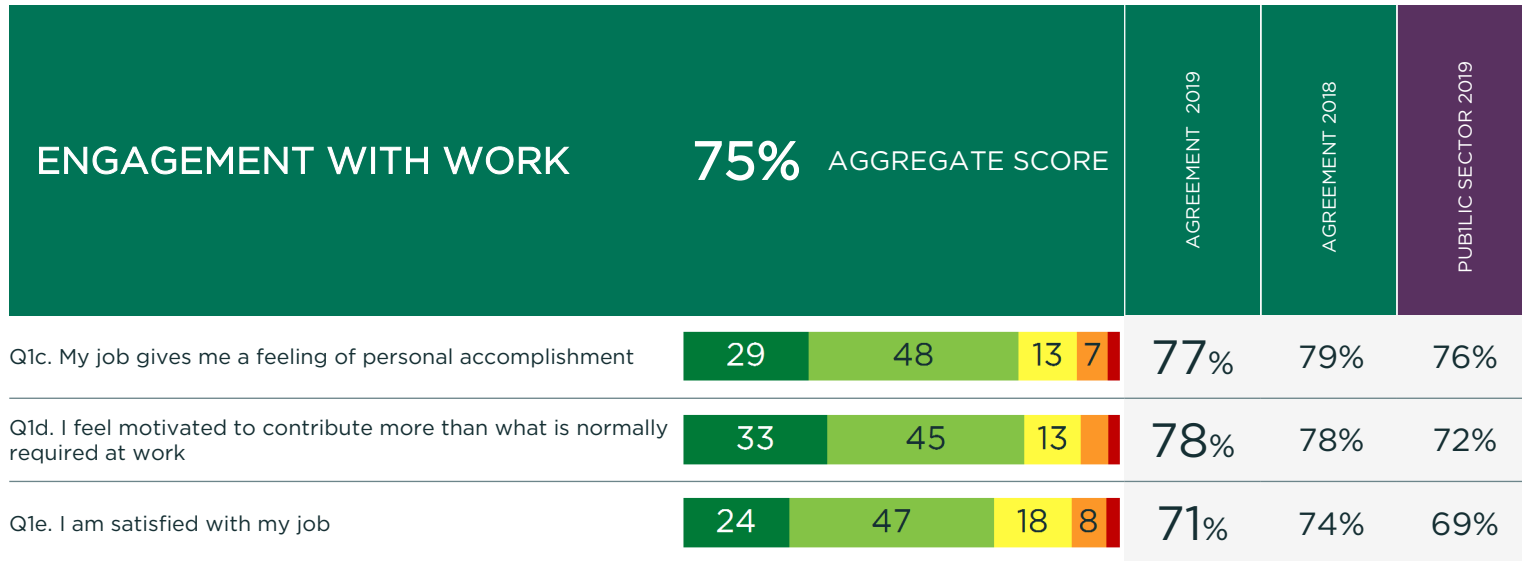


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Results are rounded and may not add up to 100%



KEY





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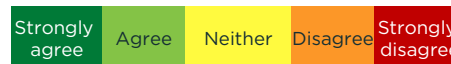
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SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	43	22	14		59%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	14	37	25	18	7	50%	53%	47%
Q6c. I feel that senior managers model the values of my organisation	17	41	25	11		58%	59%	52%
Q6d. Senior managers encourage innovation by employees	15	43	27	11		58%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	43	25	9		62%	72%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	49	15			77%	80%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	42	22	12		59%	62%	48%
Q6h. I feel that senior managers listen to employees	15	37	27	14		53%	56%	44%
Q7c. I feel that change is managed well in my organisation	12	31	26	21	11	43%	45%	42%

KEY





## EXPLORE THE FULL RESULTS

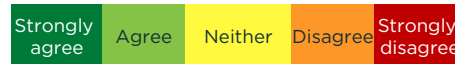
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COMMUNICATION	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019		
Q5c. My manager communicates effectively with me	39	40	11	79%	78%	72%	
Q5d. My manager encourages and values employee input	43	40	11	83%	83%	73%	
Q5e. My manager involves my workgroup in decisions about our work	38	41	13	79%	79%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	42	22	12	59%	62%	48%
Q6h. I feel that senior managers listen to employees	15	37	27	14	53%	56%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	33	48	11	81%	79%	69%	

KEY





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

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q1a. I understand what is expected of me to do well in my role	33	52	8			85%	86%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	41	42	9			84%	87%	79%
Q3f. I have received appropriate training and development to do my job well	19	42	24	12		60%	63%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	47	11			83%	84%	75%
Q5f. I have confidence in the decisions my manager makes	40	39	13			79%	80%	69%
Q6d. Senior managers encourage innovation by employees	15	43	27	11		58%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	43	25	9		62%	72%	53%
Q7a. My organisation focuses on improving the work we do	24	53	15			77%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	20	45	23	9		64%	66%	57%

KEY





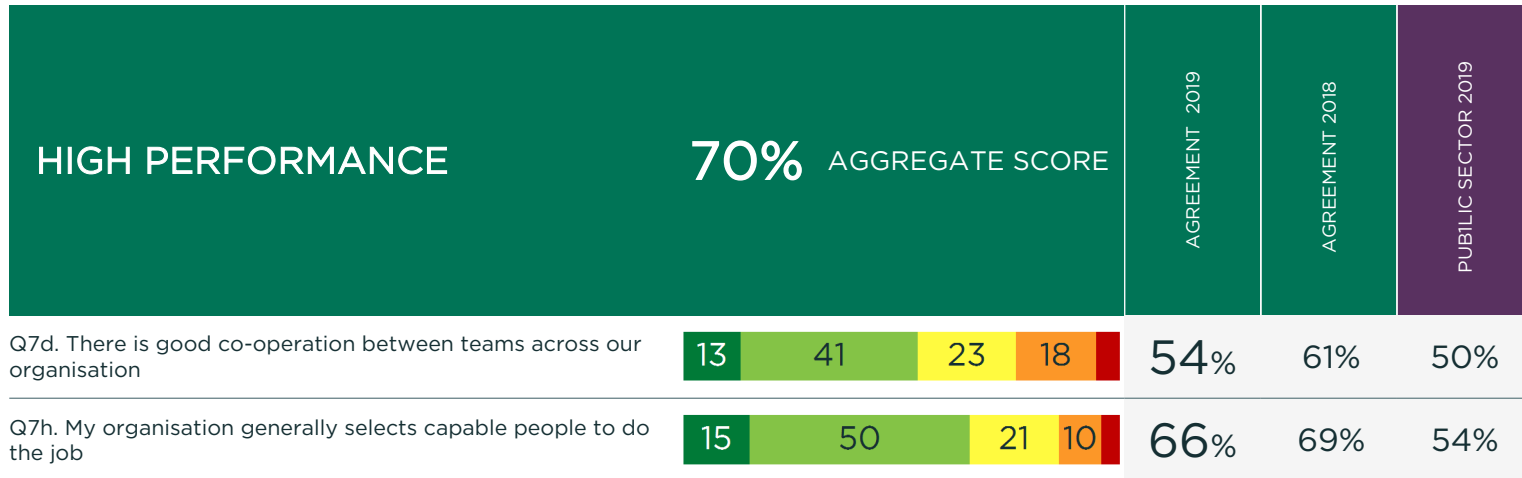


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KEY





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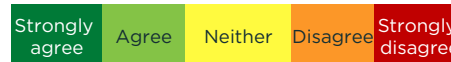
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	48	42	90%	91%
Q2e. People in my workgroup treat each other with respect	46	40	86%	87%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	36	47	83%	84%	75%
Q5b. My manager listens to what I have to say	44	41	85%	85%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	43	59%	61%	51%
Q6c. I feel that senior managers model the values of my organisation	17	41	58%	59%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	28	49	77%	80%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	42	59%	62%	48%
Q6h. I feel that senior managers listen to employees	15	37	53%	56%	44%

KEY



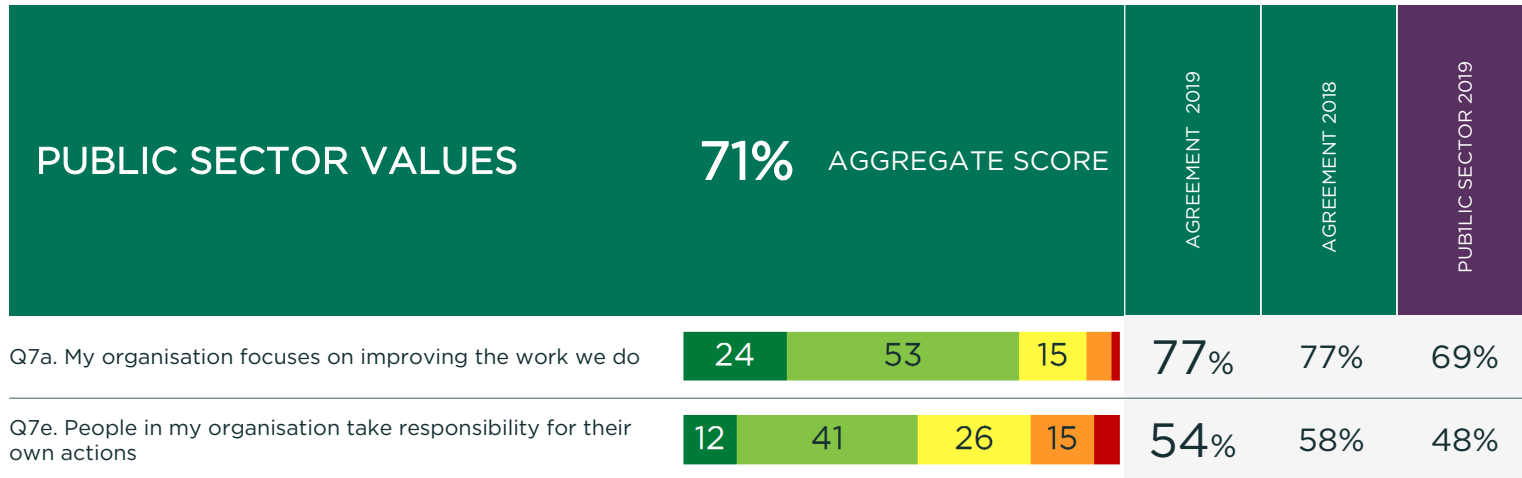


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



### KEY





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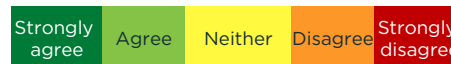
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DIVERSITY & INCLUSION	80% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	26	48	13	10	74%	74%	67%
Q5b. My manager listens to what I have to say	44	41	9		85%	85%	76%
Q5d. My manager encourages and values employee input	43	40	11		83%	83%	73%
Q6i. Senior managers in my organisation support the career advancement of women	25	41	27		66%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	40	46	9		86%	83%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	41	42	10		83%	80%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	33	48	11		81%	79%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	45	36	10		81%	82%	59%
Q8e. My manager supports flexible working in my team	50	35	9		85%	85%	63%

KEY



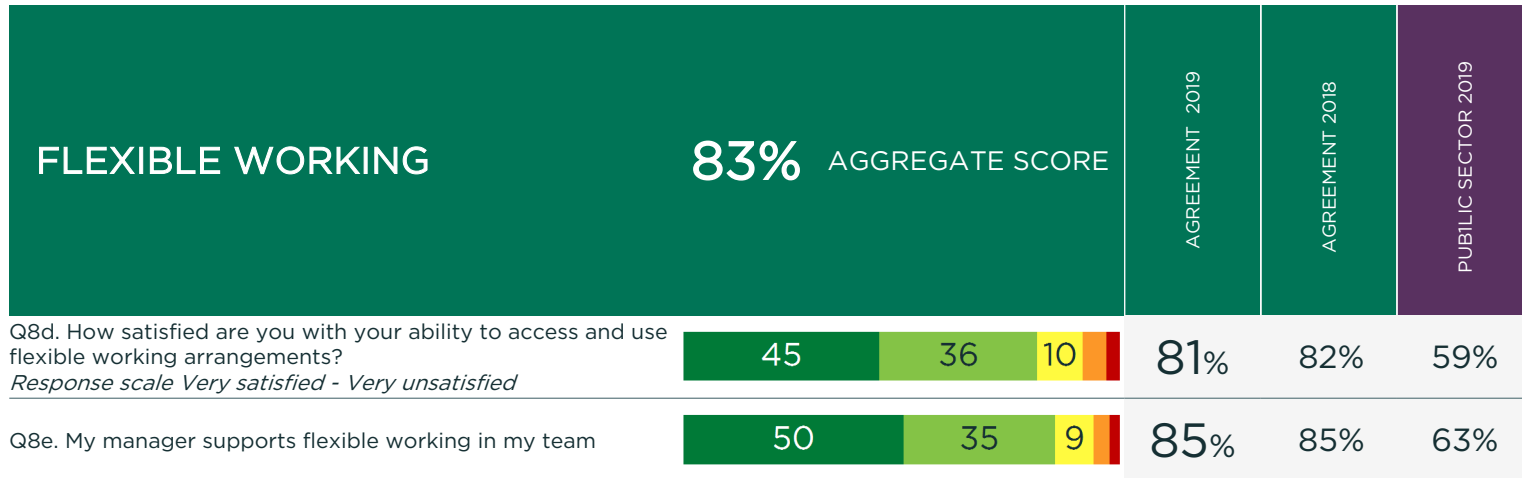


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



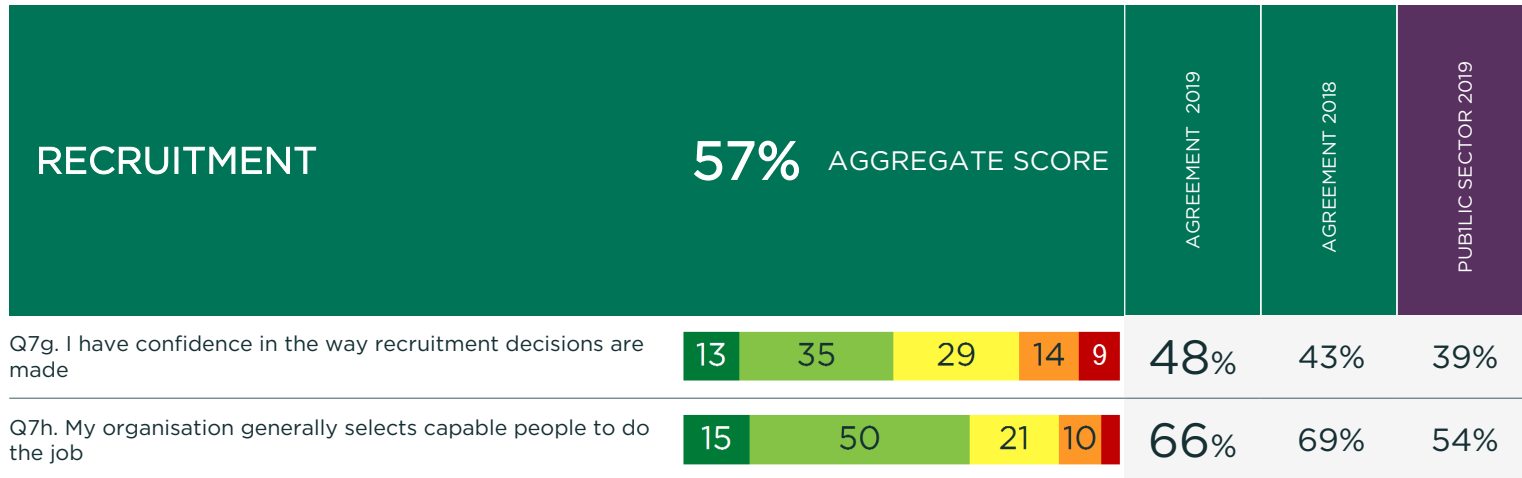


## EXPLORE THE FULL RESULTS

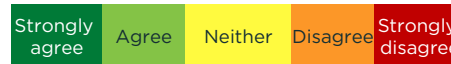
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### KEY





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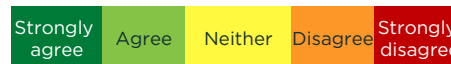
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**62%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		72%	75%	66%
Q3e. My performance is assessed against clear criteria		52%	58%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		51%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		80%	81%	69%
Q5h. My manager deals appropriately with employees who perform poorly		55%	53%	48%
Q7f. My organisation is committed to developing its employees		61%	64%	53%

KEY





## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

	78% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	26	48	13	10	74%	74%	67%
Q1f. I am able to keep my work stress at an acceptable level	22	49	15	10	71%	74%	61%
Q2c. I receive help and support from other members of my workgroup	43	43	9		86%	88%	81%
Q2d. There is good team spirit in my workgroup	43	37	11		81%	82%	70%

KEY





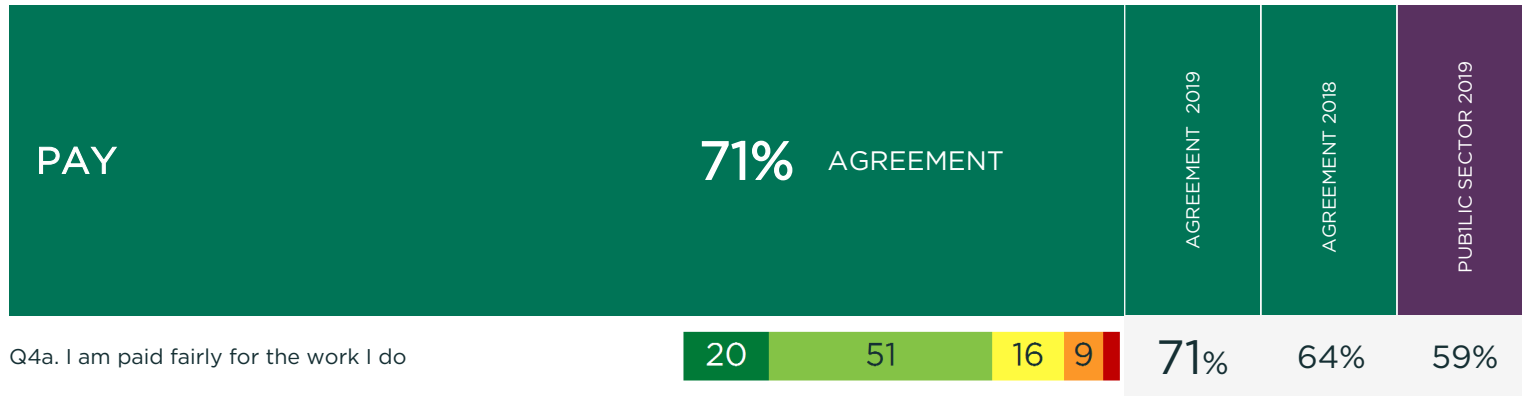


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KEY



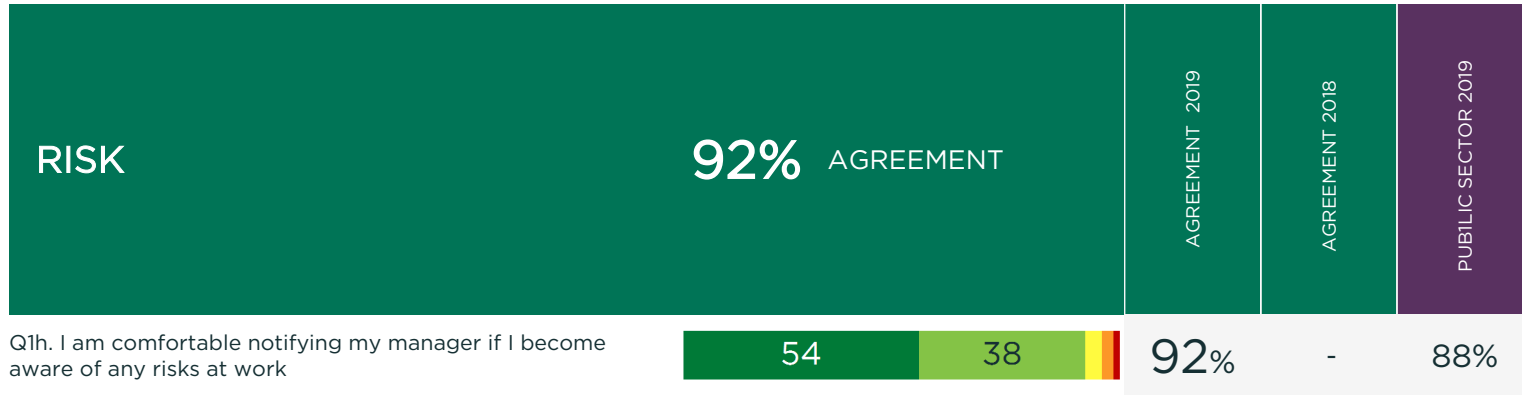


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### KEY



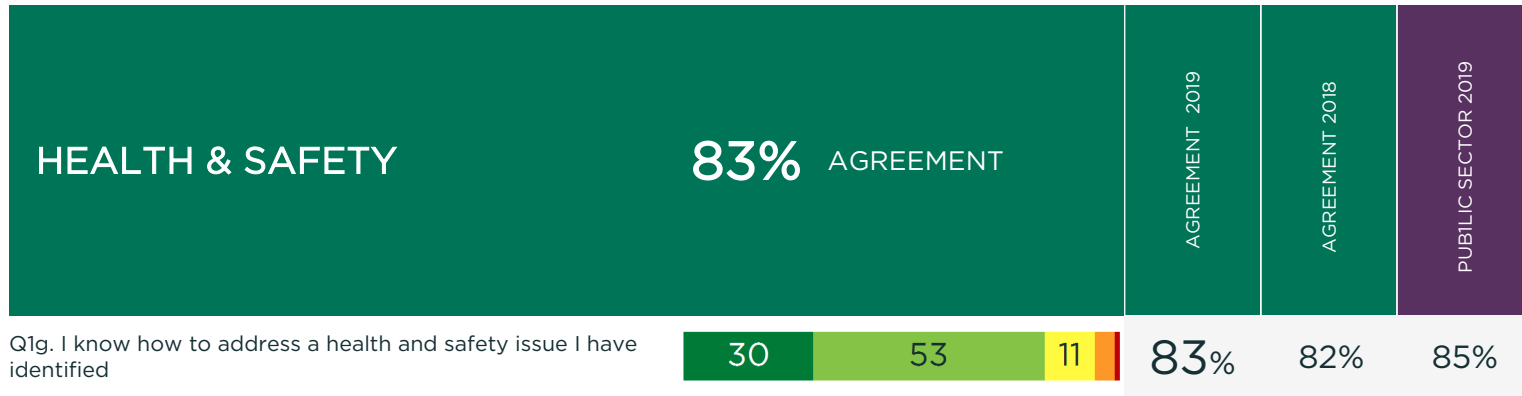


## EXPLORE THE FULL RESULTS

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.

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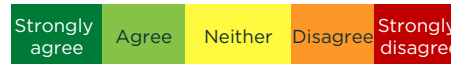
## ACTION ON RESULTS

54% AGREEMENT

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



KEY



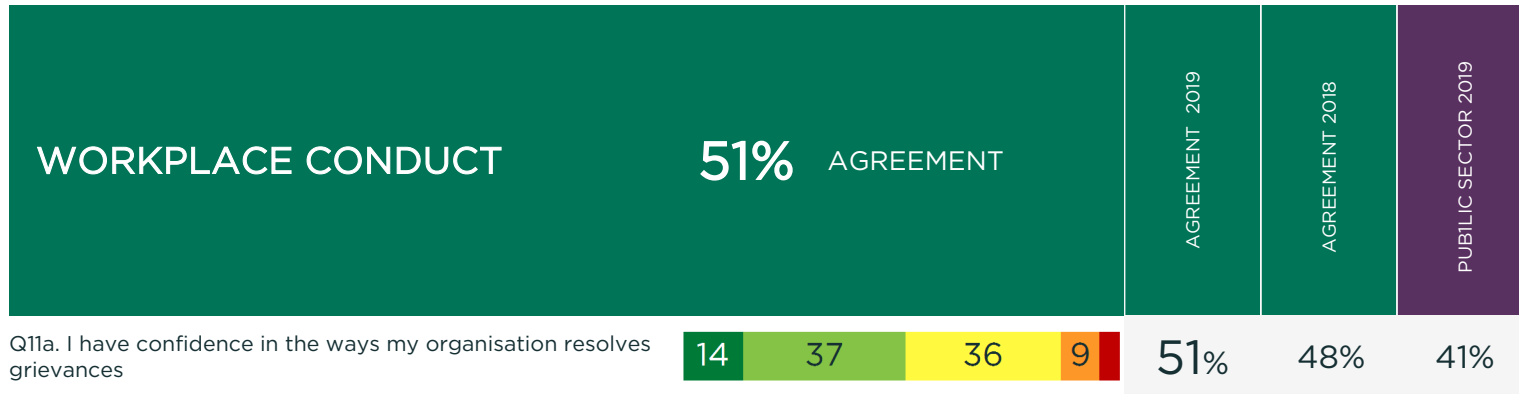


## EXPLORE THE FULL RESULTS

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KEY

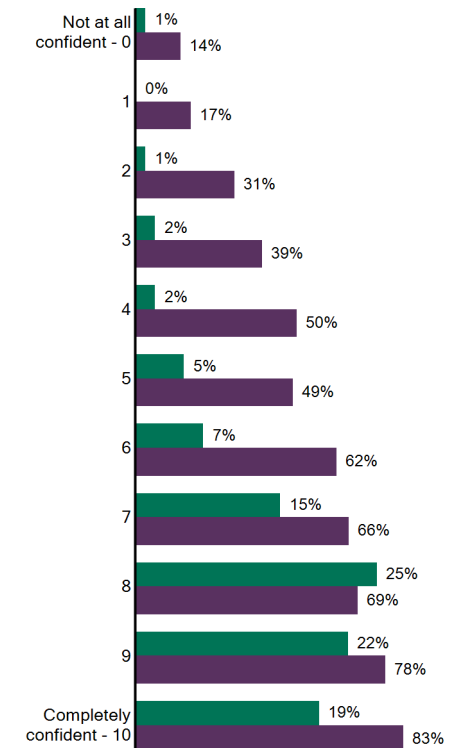
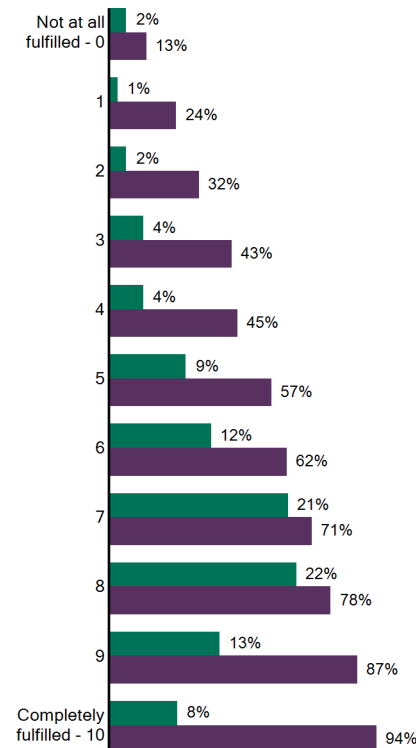
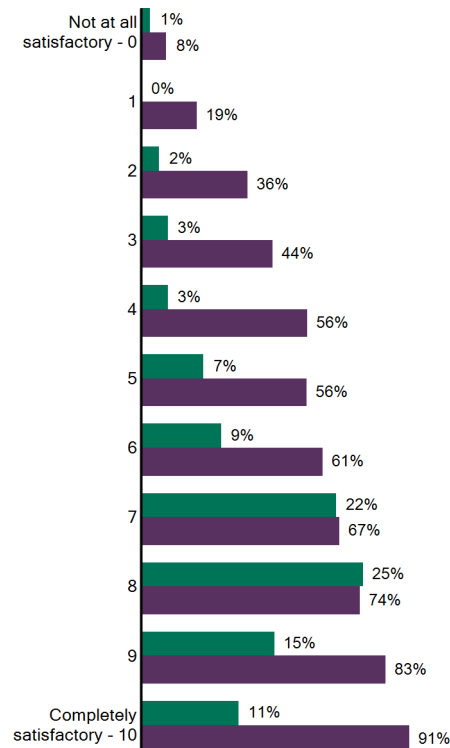


## WELLBEING AND ENGAGEMENT

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

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

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



Proportion of respondents answering each response option

Employee engagement score



### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

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

Yes



64%

81%

71%

No



36%

19%

29%

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

Yes



83%

85%

76%

No



17%

15%

24%

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

Yes



73%

76%

60%

No



27%

24%

40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

Yes		36%	43%	41%
No		64%	57%	59%





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
There are no major barriers to my career progression		37%	37%	29%
Lack of promotion opportunities		32%	36%	28%
Lack of visible opportunities		32%	34%	29%
Personal/family considerations		17%	16%	29%
The application/recruitment process is too cumbersome or time consuming		13%	21%	22%
Geographic location considerations		12%	9%	25%
Insufficient training and development		11%	12%	15%
Lack of support for temporary assignments/secondments		10%	12%	15%
Lack of required capabilities or experience		10%	10%	11%
Lack of support from my manager/supervisor		8%	9%	13%
Other		8%	7%	9%

% are calculated with the number of unique respondents (N = 1,764 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		13%	8%	27%
No		70%	78%	56%
Don't know		17%	13%	17%

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

Yes		56%	48%	65%
No		39%	52%	32%
Don't know		5%	-	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		17%	13%	33%
No		73%	77%	57%
Don't know		10%	10%	10%

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

Yes		8%	5%	18%
No		85%	88%	75%
Don't know		6%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
A senior manager		30%	39%	21%
A fellow worker at your level		27%	18%	27%
Your immediate manager/supervisor		24%	16%	23%
Prefer not to say		12%	21%	13%
Other		4%	-	5%
A subordinate		4%	3%	7%
A client or customer		0%	3%	3%
A member of the public other than a client or customer		0%	-	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		1%	0%	4%
No		97%	99%	94%
Don't know		2%	1%	2%

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

A person at work		73%	100%	38%
A member of the public		0%	-	36%
Other		0%	-	19%
Prefer not to say		27%	-	7%



## EXPLORE THE FULL RESULTS

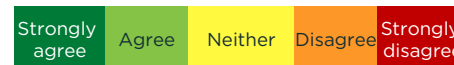
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Results are rounded and may not add up to 100%

TREASURY CUSTOMISED QUESTIONS						AGREEMENT 2019	AGREEMENT 2018
Q1. I have a clear understanding how my work contributes to the strategic plan and goals	23	57	13			80%	-
Q3. My manager actively supports a team of highly capable and engaged people, sought after for the quality of their advice	33	48	12			81%	-
Q4. I am satisfied with the onboarding experience (this includes pre - employment offer of employment, new starter welcome and communication with my hiring manager and	19	30	29	13	9	49%	-

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY

### CUSTOMISED QUESTIONS

2019

**Q2.** I am not surprised by the feedback offered in my performance and development discussions with my manager

Always		29%
Often		34%
Sometimes		19%
Rarely		13%
Never		4%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY

### CUSTOMISED QUESTIONS

2019

**Q5.** In the past 12 months, what made the greatest difference to your career development

Attending a development program or workshop		10%
Discussions with my manager		12%
Formal or informal coaching		6%
Stretch opportunities within my current role		13%
Critical experiences		5%
On-the-job experience		36%
Exposure to other teams and departments		11%
Networking opportunities		4%
Formal or informal mentoring		3%





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## TREASURY

### CUSTOMISED QUESTIONS

2019

**Q6.** When completing this survey, I believed the term 'Senior Managers' referred to the following people:

Treasury Secretary/Deputy Secretaries		22%
Chief Executive and their team		14%
Senior Executives		17%
Executive Directors		10%
Directors / General Managers		11%
The managers above my manager		27%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		45%
Female		52%
Other		3%

# 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		2%
25-29	■	12%
30-34	■	17%
35-39	■	19%
40-44	■	16%
45-49	■	14%
50-54	■	11%
55-59	■	6%
60-64		3%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

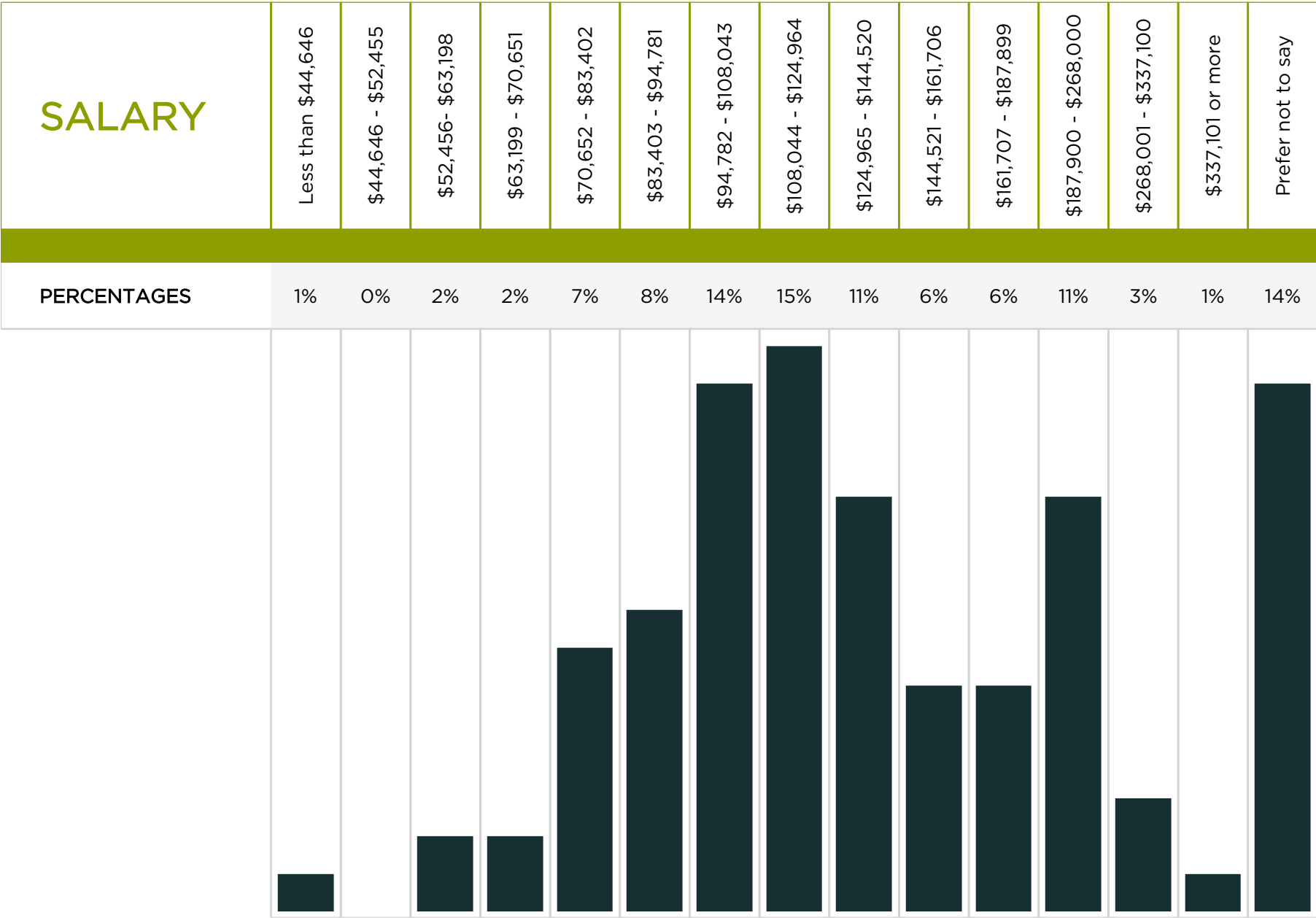
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	11%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	28%
Policy	12%
Research	3%
Program and project management support	10%
Legal (including developing and/or reviewing legislation)	2%
Other	17%

# 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		28%
1 - 2 years		23%
2 - 5 years		32%
5 - 10 years		9%
10 - 20 years		7%
More than 20 years		1%

# 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	73%
Working from home	71%
Working from different locations	28%
Working additional hours to make up for time off	22%
Leave without pay	11%
Working more hours over fewer days	10%
Part-time work	7%

% are calculated with the number of unique respondents (N = 1,745 to this question)



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

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

% are calculated with the number of unique respondents (N = 1,745 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%

	Treasury	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
<b>NUMBER OF RESPONDENTS</b>	1847	196	162	127	490	214	50	175	30	295
<b>EMPLOYEE ENGAGEMENT</b>	70%	68%	72%	75%	72%	68%	71%	68%	68%	68%
<b>ENGAGEMENT WITH WORK</b>	75%	76%	74%	82%	76%	77%	79%	74%	70%	75%
<b>SENIOR MANAGERS</b>	58%	56%	55%	68%	60%	59%	53%	56%	56%	57%
<b>COMMUNICATION</b>	72%	70%	70%	77%	74%	74%	66%	74%	68%	71%
<b>HIGH PERFORMANCE</b>	70%	67%	69%	78%	72%	71%	69%	69%	68%	69%
<b>PUBLIC SECTOR VALUES</b>	71%	69%	70%	76%	72%	73%	68%	71%	68%	70%
<b>DIVERSITY &amp; INCLUSION</b>	80%	77%	80%	84%	83%	81%	79%	82%	76%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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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	Treasury	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	1847	9	5	27	38	117	131	236	253	183	105	108	195	48
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	73%	71%	71%	68%	71%	65%	72%	70%	71%	75%
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	76%	72%	74%	71%	78%	72%	79%	78%	82%	87%
SENIOR MANAGERS	58%	(r)	(r)	(r)	70%	64%	56%	50%	59%	56%	54%	58%	63%	70%
COMMUNICATION	72%	(r)	(r)	(r)	74%	71%	70%	68%	75%	71%	70%	76%	78%	77%
HIGH PERFORMANCE	70%	(r)	(r)	(r)	77%	72%	71%	66%	70%	68%	69%	70%	77%	82%
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	75%	73%	69%	66%	72%	70%	70%	73%	76%	80%
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	77%	78%	80%	75%	82%	80%	81%	84%	85%	85%

### 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%

	Treasury	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1847</b>	<b>25</b>	<b>247</b>
<b>EMPLOYEE ENGAGEMENT</b>	70%	(r)	67%
ENGAGEMENT WITH WORK	75%	(r)	73%
SENIOR MANAGERS	58%	(r)	<b>53%</b>
COMMUNICATION	72%	(r)	69%
HIGH PERFORMANCE	70%	(r)	66%
PUBLIC SECTOR VALUES	71%	(r)	68%
DIVERSITY & INCLUSION	80%	(r)	81%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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%

	Treasury	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>	1847	481	400	552	160	118	14
<b>EMPLOYEE ENGAGEMENT</b>	70%	75%	70%	67%	66%	67%	(r)
ENGAGEMENT WITH WORK	75%	79%	74%	74%	75%	76%	(r)
SENIOR MANAGERS	58%	69%	57%	54%	48%	52%	(r)
COMMUNICATION	72%	80%	72%	69%	68%	67%	(r)
HIGH PERFORMANCE	70%	76%	69%	69%	65%	69%	(r)
PUBLIC SECTOR VALUES	71%	78%	70%	69%	65%	68%	(r)
DIVERSITY & INCLUSION	80%	86%	81%	79%	77%	77%	(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%

	Treasury	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>	1847	1267	166	376	45	126	15	489	1245	35	194	77	37	123
<b>EMPLOYEE ENGAGEMENT</b>	70%	70%	71%	71%	72%	67%	(r)	72%	70%	75%	70%	70%	69%	73%
<b>ENGAGEMENT WITH WORK</b>	75%	77%	74%	75%	73%	75%	(r)	80%	77%	81%	75%	74%	70%	79%
<b>SENIOR MANAGERS</b>	58%	58%	56%	59%	58%	54%	(r)	58%	57%	69%	56%	55%	51%	66%
<b>COMMUNICATION</b>	72%	74%	74%	74%	70%	75%	(r)	74%	73%	78%	74%	70%	70%	74%
<b>HIGH PERFORMANCE</b>	70%	71%	69%	70%	70%	71%	(r)	71%	70%	76%	69%	69%	66%	73%
<b>PUBLIC SECTOR VALUES</b>	71%	72%	71%	72%	70%	70%	(r)	72%	71%	79%	70%	70%	68%	73%
<b>DIVERSITY &amp; INCLUSION</b>	80%	83%	83%	83%	78%	85%	(r)	84%	82%	84%	83%	81%	77%	76%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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Results are rounded and may not add up to 100%

	Treasury	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Central Coast	Illawarra	Newcastle and Lake Macquarie	Sydney - North Sydney and Hornsby	Sydney - Inner South West	Sydney - Northern Beaches	Richmond - Tweed	Sydney - Eastern Suburbs	Sydney - Inner West
NUMBER OF RESPONDENTS	1847	1323	133	1300	126	68	39	19	6	4	4	3	3	3
EMPLOYEE ENGAGEMENT	70%	69%	75%	69%	75%	79%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	76%	79%	76%	79%	84%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	58%	64%	58%	64%	66%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	73%	75%	73%	75%	80%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	71%	74%	71%	74%	75%	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	71%	75%	71%	75%	77%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	82%	79%	82%	79%	85%	73%	(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.

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	Treasury	Sydney - Ryde	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Outer West and Blue Mountains	Outside NSW	Sydney - Outer South West	Capital Region	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Mid North Coast	Murray
NUMBER OF RESPONDENTS	1847	3	2	2	2	1	1	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(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.

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	Treasury	New England and North West	Riverina	Southern Highlands and Shoalhaven	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	1847	0	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	72%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)

KEY

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# 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.

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Results are rounded and may not add up to 100%

	Treasury	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>	1847	0	35	195	280	316	273	231	189	108	52	16
<b>EMPLOYEE ENGAGEMENT</b>	70%	(r)	75%	70%	68%	69%	69%	72%	72%	72%	74%	(r)
ENGAGEMENT WITH WORK	75%	(r)	75%	73%	73%	74%	76%	80%	80%	80%	82%	(r)
SENIOR MANAGERS	58%	(r)	59%	57%	56%	59%	58%	61%	58%	63%	65%	(r)
COMMUNICATION	72%	(r)	78%	72%	71%	73%	73%	74%	70%	76%	81%	(r)
HIGH PERFORMANCE	70%	(r)	74%	70%	70%	70%	69%	72%	71%	74%	79%	(r)
PUBLIC SECTOR VALUES	71%	(r)	72%	71%	70%	71%	71%	73%	72%	75%	80%	(r)
DIVERSITY & INCLUSION	80%	(r)	85%	81%	80%	82%	81%	82%	79%	82%	89%	(r)

KEY

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Treasury	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>1847</b>	<b>782</b>	<b>903</b>	<b>45</b>
<b>EMPLOYEE ENGAGEMENT</b>	70%	71%	70%	56%
ENGAGEMENT WITH WORK	75%	77%	76%	57%
SENIOR MANAGERS	58%	62%	56%	40%
COMMUNICATION	72%	76%	71%	50%
HIGH PERFORMANCE	70%	73%	70%	52%
PUBLIC SECTOR VALUES	71%	74%	70%	52%
DIVERSITY & INCLUSION	80%	84%	80%	59%

KEY

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# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1847</b>	<b>15</b>	<b>1642</b>	<b>90</b>
<b>EMPLOYEE ENGAGEMENT</b>	70%	(r)	71%	57%
ENGAGEMENT WITH WORK	75%	(r)	77%	61%
SENIOR MANAGERS	58%	(r)	59%	45%
COMMUNICATION	72%	(r)	73%	57%
HIGH PERFORMANCE	70%	(r)	71%	53%
PUBLIC SECTOR VALUES	71%	(r)	72%	57%
DIVERSITY & INCLUSION	80%	(r)	82%	66%

1% of respondents identified as Aboriginal and/or Torres Strait Islander.

KEY

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# LANGUAGE OTHER THAN ENGLISH



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1847</b>	<b>531</b>	<b>1098</b>	<b>121</b>
<b>EMPLOYEE ENGAGEMENT</b>	70%	73%	70%	60%
ENGAGEMENT WITH WORK	75%	77%	77%	63%
SENIOR MANAGERS	58%	64%	57%	46%
COMMUNICATION	72%	76%	73%	56%
HIGH PERFORMANCE	70%	73%	71%	57%
PUBLIC SECTOR VALUES	71%	75%	71%	59%
DIVERSITY & INCLUSION	80%	82%	82%	67%

30% of respondents speak a language other than English at home.

KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1847	34	1645	63
<b>EMPLOYEE ENGAGEMENT</b>	70%	66%	71%	53%
ENGAGEMENT WITH WORK	75%	68%	77%	57%
SENIOR MANAGERS	58%	50%	59%	40%
COMMUNICATION	72%	62%	73%	51%
HIGH PERFORMANCE	70%	64%	71%	50%
PUBLIC SECTOR VALUES	71%	66%	72%	52%
DIVERSITY & INCLUSION	80%	74%	82%	62%

2% of respondents identified as having a disability.

### KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>1847</b>	<b>111</b>	<b>1535</b>	<b>96</b>
<b>EMPLOYEE ENGAGEMENT</b>	70%	63%	71%	54%
ENGAGEMENT WITH WORK	75%	65%	78%	54%
SENIOR MANAGERS	58%	50%	60%	38%
COMMUNICATION	72%	64%	74%	53%
HIGH PERFORMANCE	70%	64%	72%	52%
PUBLIC SECTOR VALUES	71%	66%	73%	52%
DIVERSITY & INCLUSION	80%	73%	82%	62%

6% of respondents identified as having a mental health condition.

KEY

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**EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES**

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	Treasury	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	1847	70	1584	87
<b>EMPLOYEE ENGAGEMENT</b>	70%	66%	71%	55%
ENGAGEMENT WITH WORK	75%	70%	78%	54%
SENIOR MANAGERS	58%	49%	60%	40%
COMMUNICATION	72%	67%	74%	53%
HIGH PERFORMANCE	70%	67%	72%	50%
PUBLIC SECTOR VALUES	71%	66%	73%	53%
DIVERSITY & INCLUSION	80%	78%	82%	60%

4% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

**KEY**

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# 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

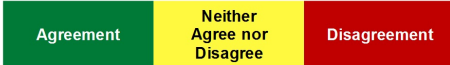
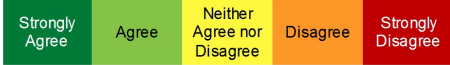
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.