



2020 | NSW Public Sector
Employee Survey

Agency Report

Department of Customer Service

NSW public sector

- ▶ Customer Service
 - ▶ Department of Customer Service

This shows where the report unit sits in the survey's organisational hierarchy.

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See your results at a glance

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.

Response rate

91%

8,832 OF 9,700 RESPONDENTS

Employee engagement

72%

Compared to

2019	+5 (67%)
Sector	+4 (67%)
Cluster	0 (72%)

Job satisfaction

73%

Compared to

2019	+5 (68%)
Sector	+3 (70%)
Cluster	0 (73%)

Wellbeing, health and safety

80%

Compared to

2019	+4 (76%)
Sector	+4 (76%)
Cluster	0 (80%)

Senior managers

69%

Compared to

2019	+9 (60%)
Sector	+11 (58%)
Cluster	0 (69%)

Communication and change management

72%

Compared to

2019	+14 (58%)
Sector	+11 (62%)
Cluster	0 (72%)

Inclusion and diversity

82% *

Compared to

2019	+4 (78%)
Sector	+8 (74%)
Cluster	0 (82%)

Flexible working satisfaction

81%

Compared to

2019	+12 (69%)
Sector	+15 (67%)
Cluster	0 (81%)

Role clarity and support

73%

Compared to

2019	+2 (71%)
Sector	+7 (66%)
Cluster	0 (73%)

Autonomy and employee voice

79%

Compared to

2019	+7 (71%)
Sector	+8 (71%)
Cluster	0 (79%)

Feedback and performance management

71%

Compared to

2019	+5 (66%)
Sector	+9 (63%)
Cluster	0 (71%)

Learning and development

61%

Compared to

2019	+5 (56%)
Sector	+7 (54%)
Cluster	0 (61%)

Headline results for key topics (continued)

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.

Recruitment

57% 

Compared to

2019	+7 (50%)
Sector	+11 (45%)
Cluster	0 (57%)

Teamwork and collaboration

77%

Compared to

2019	+7 (70%)
Sector	+8 (69%)
Cluster	0 (77%)

Risk and innovation

83% 

Compared to

2019	+4 (78%)
Sector	+8 (75%)
Cluster	0 (83%)

Decision making and accountability

71%

Compared to

2019	+7 (64%)
Sector	+11 (60%)
Cluster	0 (71%)

Customer service

83% 

Compared to

2019	+3 (80%)
Sector	+9 (74%)
Cluster	0 (83%)

Pay

72%

Compared to

2019	-2 (74%)
Sector	+9 (63%)
Cluster	0 (72%)

Grievance processes

58% 

Compared to

2019	+11 (48%)
Sector	+13 (45%)
Cluster	0 (58%)

Action on survey results

61% 

Compared to

2019	+11 (50%)
Sector	+16 (45%)
Cluster	0 (61%)

Top increases in favourable scores

These are the questions with the biggest increases in % favourable scores from 2019 to 2020.

Consider why these scores have increased. Was it due to actions you took in response to last year's survey results or something else?






	2020 % favourable	2019 % favourable	Change
How satisfied are you with your ability to access and use flexible working arrangements?	80%	66%	+14%
Senior managers keep employees informed about what's going on	70%	57%	+13%
There is good co-operation between teams across my organisation	65%	54%	+11%
Senior managers model the values of my organisation	69%	58%	+11%
I am confident my organisation will act on the results of this survey	61%	50%	+11%

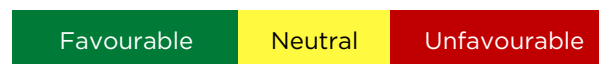
Target specific areas and get tips for taking action

Employee engagement

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability, and flexible work to name a few.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Employee engagement (total score)		72%	67%	67%	72%
I would recommend my organisation as a great place to work		77%	66%	68%	77%
I am proud to tell others I work for my organisation		78%	69%	74%	78%
I feel a strong personal attachment to my organisation		65%	60%	66%	65%
My organisation motivates me to help it achieve its goals		69%	60%	59%	69%
My organisation inspires me to do the best in my job		69%	60%	59%	69%

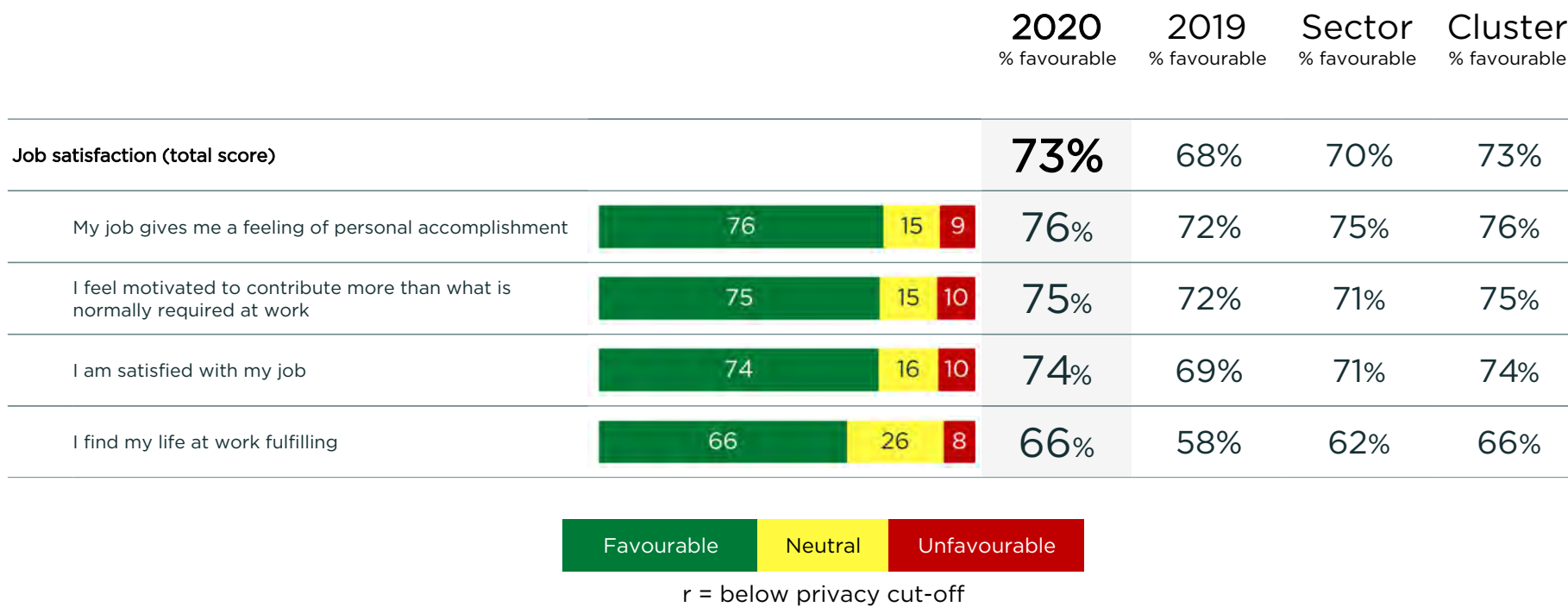


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Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.






Role clarity and support, autonomy and feedback are some factors that impact job satisfaction.



Wellbeing, health and safety

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

[See some tips for managing employee wellbeing during COVID-19.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Wellbeing, health and safety (total score)		80%	76%	76%	80%
I can keep my work stress at an acceptable level		72%	68%	63%	72%
I know how to address a health and safety issue I have found		89%	85%	87%	89%
In general, my sense of wellbeing is...		71%	68%	65%	71%
I am confident that I am contributing my best at work		84%	83%	80%	84%
There are people at work who care about me		85%	-	82%	85%



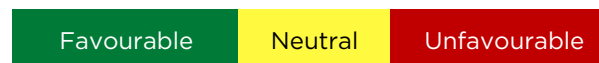
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Senior managers

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Senior managers (total score)		69%	60%	58%	69%
Senior managers provide clear direction for the future of the organisation	<div><div>65</div><div>23</div><div>12</div></div>	65%	55%	53%	65%
Senior managers model the values of my organisation	<div><div>69</div><div>22</div><div>9</div></div>	69%	58%	58%	69%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>66</div><div>26</div><div>8</div></div>	66%	59%	56%	66%
Senior managers communicate the importance of customers in our work	<div><div>82</div><div>13</div><div></div></div>	82%	72%	70%	82%
Senior managers keep employees informed about what's going on	<div><div>70</div><div>19</div><div>11</div></div>	70%	57%	57%	70%
Senior managers listen to employees	<div><div>60</div><div>26</div><div>14</div></div>	60%	50%	49%	60%
Senior managers support the career advancement of women	<div><div>71</div><div>25</div><div></div></div>	71%	67%	64%	71%








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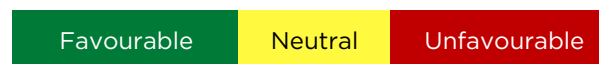
Communication and change management

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

Effective communication is always important, but is most critical before, during and after periods of change.

[See some tips for managing change.](#)






		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Communication and change management (total score)		72%	58%	62%	72%
My manager communicates effectively with me		82%	76%	75%	82%
Senior managers provide clear direction for the future of the organisation		65%	55%	53%	65%
Senior managers keep employees informed about what's going on		70%	57%	57%	70%
Change is managed well in my organisation		54%	46%	41%	54%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		89%	-	83%	89%

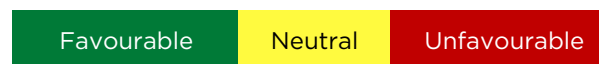


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

[Find out more about inclusion in the NSW public sector.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Inclusion and diversity (total score)		82%	78%	74%	82%
People in my workgroup treat each other with respect		88%	81%	80%	88%
Senior managers support the career advancement of women		71%	67%	64%	71%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		87%	84%	79%	87%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		86%	81%	79%	86%
I can speak up and share a different view to others in my organisation		78%	75%	69%	78%





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Flexible working satisfaction

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

[See some flexible teams resources for managers.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Flexible working satisfaction (total score)		81%	69%	67%	81%
How satisfied are you with your ability to access and use flexible working arrangements?		80%	66%	65%	80%
My manager supports flexible working in my team		83%	73%	68%	83%



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Flexible working use

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

[See some flexible teams resources for managers.](#)

Type of flexible working	2020 % respondents	2019 % respondents
Flexible start and finish times	62%	59%
Working more hours over fewer days	14%	11%
Working additional hours to make up for time off	24%	20%
Flexible scheduling for rostered workers	8%	5%
Part-time work	11%	11%
Job sharing	2%	1%
Working from different locations	23%	21%

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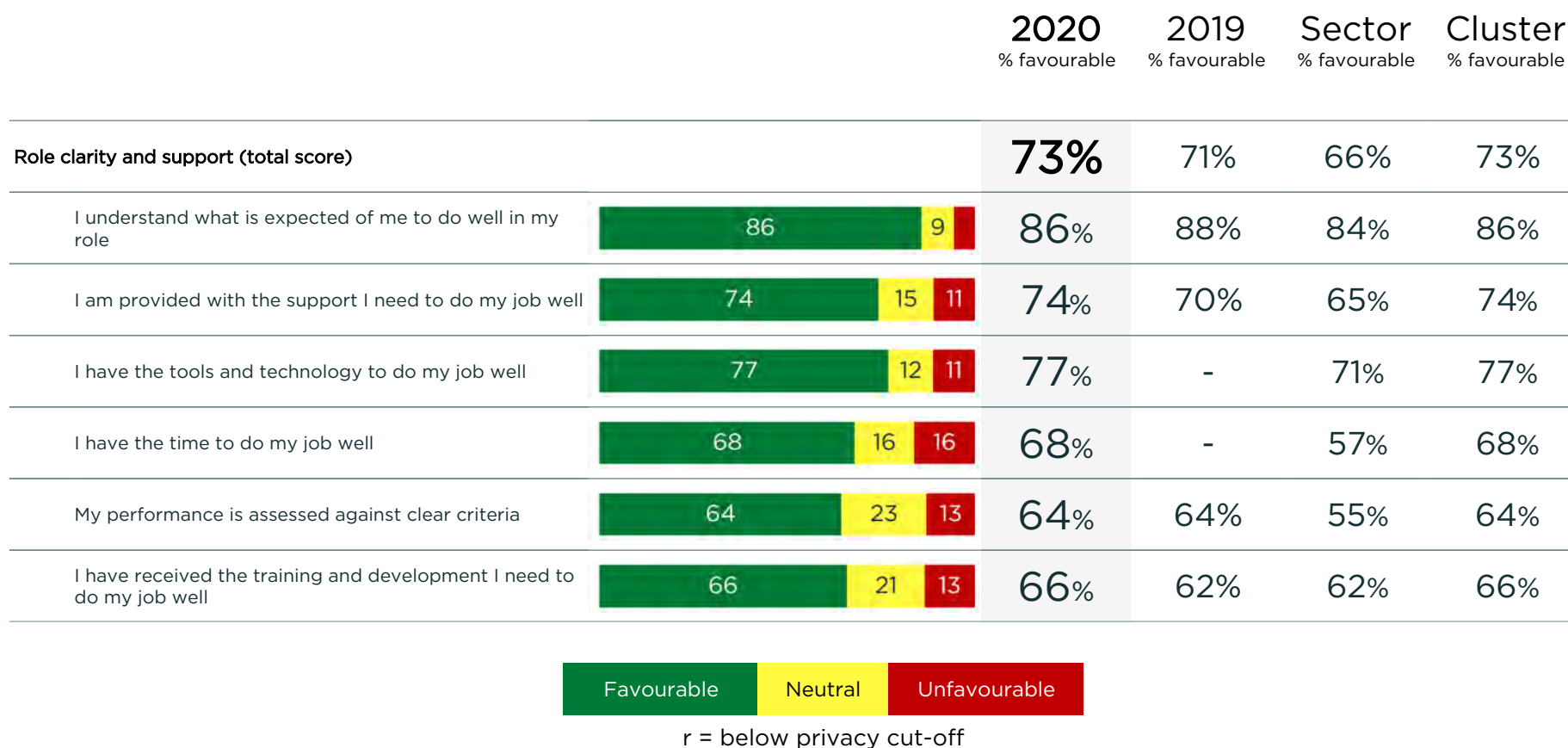
Type of flexible working	2020 % respondents	2019 % respondents
Working from home	73%	38%
Purchasing annual leave	2%	2%
Leave without pay	6%	7%
Study leave	2%	2%
Other	2%	2%
None of the above	12%	22%

Role clarity and support

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

[See some tips for improving role clarity and support.](#)









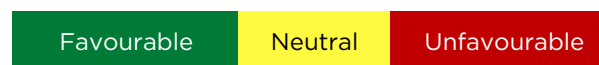
Autonomy and employee voice

Ensuring employees are empowered to make decisions and feel like they can speak up and be heard shifts the employee–employer relationship from a transactional one to an effective, dynamic one.

Autonomy and employee voice can have major impacts on job satisfaction and employee engagement.

[See some tips for increasing autonomy and giving employees a voice.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Autonomy and employee voice (total score)		79%	71%	71%	79%
I can make the decisions needed to help customers		85%	-	81%	85%
My manager listens to what I have to say		85%	81%	79%	85%
My manager encourages and values employee input		85%	78%	76%	85%
My manager involves my workgroup in decisions about our work		79%	73%	71%	79%
Senior managers listen to employees		60%	50%	49%	60%
I can speak up and share a different view to others in my organisation		78%	75%	69%	78%








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Feedback and performance management

Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Feedback and performance management (total score)		71%	66%	63%	71%
In the last 12 months, I have received feedback to help me improve my work		74%	73%	65%	74%
My performance is assessed against clear criteria		64%	64%	55%	64%
My manager provides recognition for the work I do		80%	75%	72%	80%
My manager encourages me to learn from my mistakes		81%	-	72%	81%
My manager appropriately deals with employees who perform poorly		58%	53%	49%	58%



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Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
I have a performance and development plan that sets out my individual goals				
Yes	78%	83%	72%	78%
No	22%	17%	28%	22%
I have informal feedback conversations with my manager				
Yes	85%	82%	79%	85%
No	15%	18%	21%	15%
I have scheduled feedback conversations with my manager				
Yes	77%	73%	63%	77%
No	23%	27%	37%	23%

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Learning and development

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

[The Managing for Performance: Guide for Managers can help plan and implement learning and development.](#)



		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Learning and development (total score)		61%	56%	54%	61%
I have received the training and development I need to do my job well	<div><div>66</div><div>21</div><div>13</div></div>	66%	62%	62%	66%
I am satisfied with the opportunities available for career development in my organisation	<div><div>55</div><div>25</div><div>21</div></div>	55%	50%	48%	55%
My organisation is committed to developing its employees	<div><div>63</div><div>24</div><div>13</div></div>	63%	56%	54%	63%

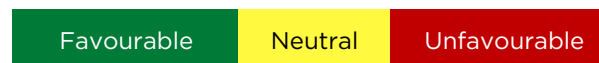


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

[See the NSW public sector's recruitment and selection guide for tips to improve recruitment.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Recruitment (total score)		57%	50%	45%	57%
I have confidence in the way recruitment decisions are made		49%	42%	38%	49%
My organisation generally selects capable people to do the job		64%	58%	52%	64%



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Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know-how' in an organisation and the NSW public sector more broadly.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?				
Yes	44%	49%	40%	44%
No	56%	51%	60%	56%

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Barriers to mobility

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know-how' in an organisation and the NSW public sector more broadly.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
Are there barriers preventing you from moving to another role? If so, what are they?				
Lack of visible opportunities	30%	33%	32%	30%
Lack of promotion opportunities	28%	33%	31%	28%
Lack of support from my manager / supervisor	8%	13%	12%	8%
Geographic location considerations	23%	28%	27%	23%
Personal / family considerations	24%	26%	30%	24%
Insufficient training and development	13%	17%	16%	13%
Lack of required capabilities or experience	13%	13%	13%	13%
Lack of support for temporary assignments / secondments	13%	17%	16%	13%
The application / recruitment process is too cumbersome or time consuming	21%	24%	24%	21%
Other	10%	10%	10%	10%
There are no major barriers to my career progression	30%	26%	26%	30%

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Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.






	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
How long do you think you will continue to work in your current organisation?				
Less than 1 year	8%	12%	6%	8%
1 year to less than 2 years	10%	15%	8%	10%
2 years to less than 5 years	22%	23%	20%	22%
5 years to less than 10 years	25%	22%	25%	25%
10 years to less than 20 years	19%	16%	24%	19%
More than 20 years	15%	12%	17%	15%

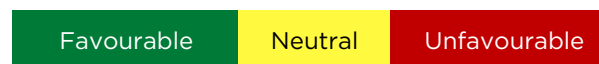
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Teamwork and collaboration

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well-executed collaboration enables agencies to share knowledge, ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Teamwork and collaboration (total score)		77%	70%	69%	77%
My workgroup works collaboratively to achieve its goals		85%	81%	78%	85%
There is good team spirit in my workgroup		82%	75%	74%	82%
People in my workgroup treat each other with respect		88%	81%	80%	88%
Senior managers promote collaboration between my organisation and other organisations we work with		66%	59%	56%	66%
There is good co-operation between teams across my organisation		65%	54%	54%	65%

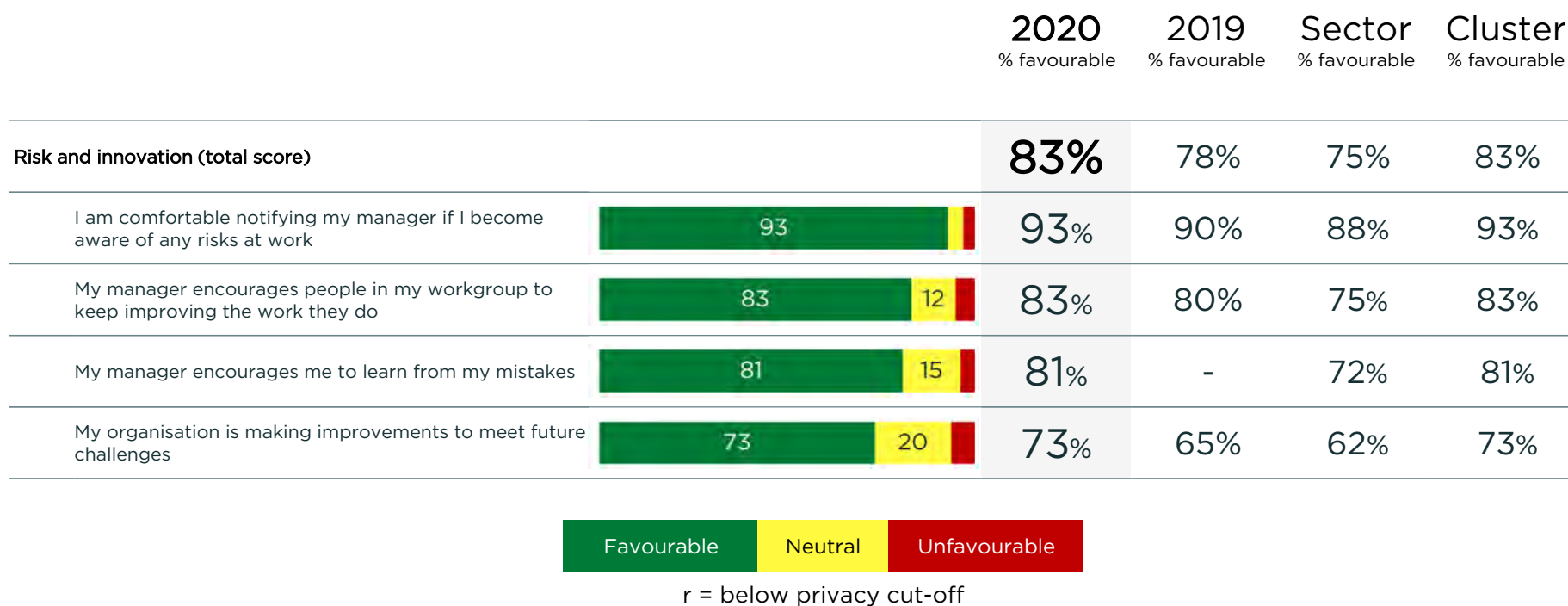


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

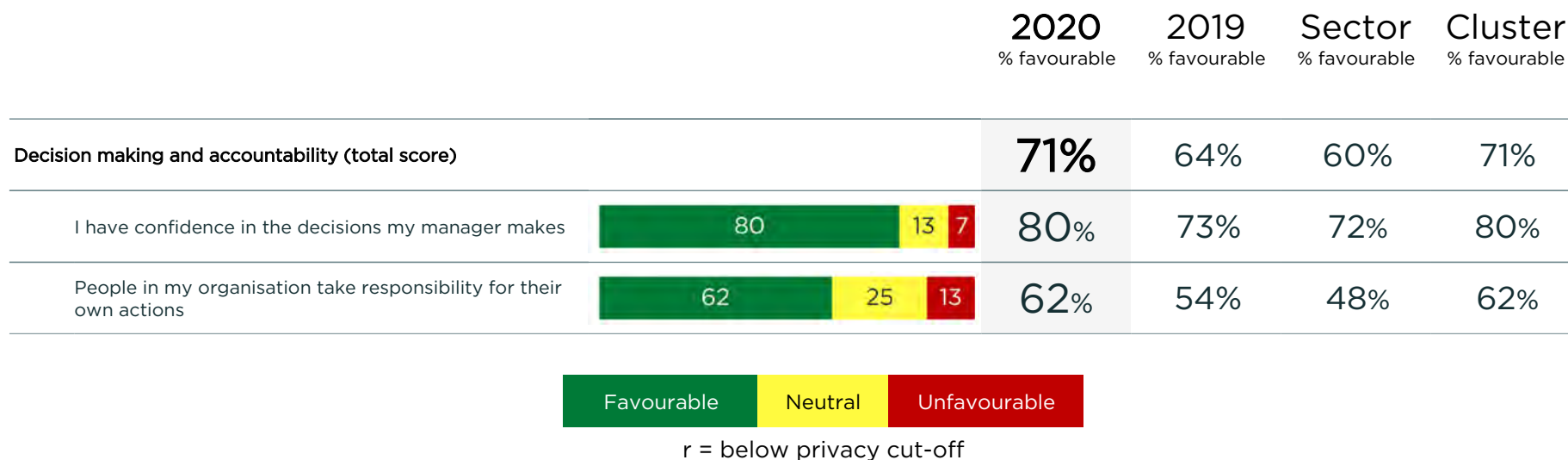
Innovation means creating new and better products, processes, services, and technologies to improve outcomes for the people of NSW

A healthy risk appetite can help foster innovation.









Decision making and accountability

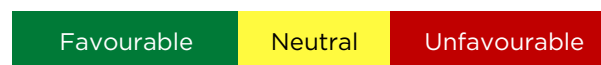
Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.



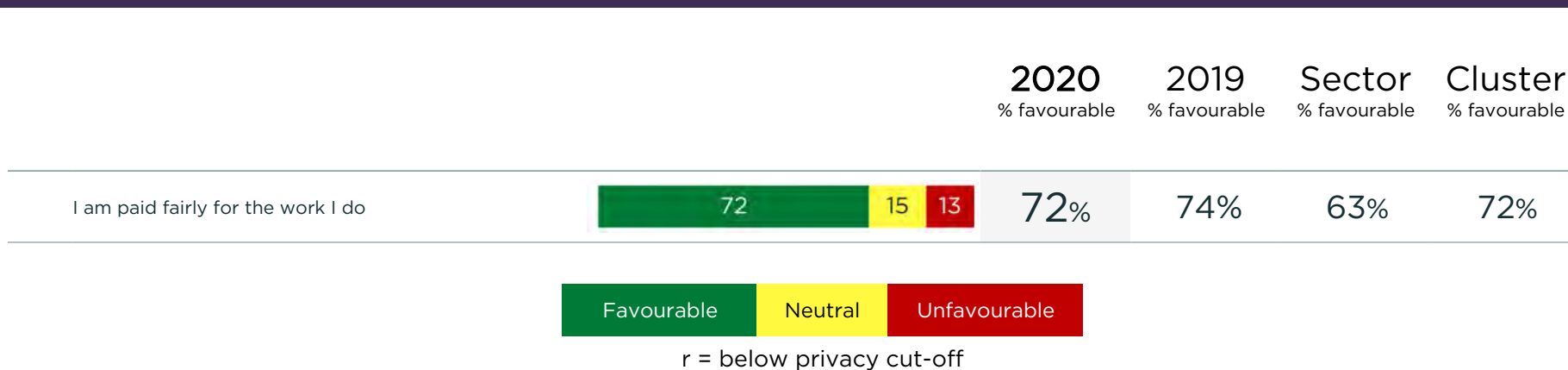
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

The NSW public sector's Customer Commitments give a clear picture of what customers should expect when receiving government services.

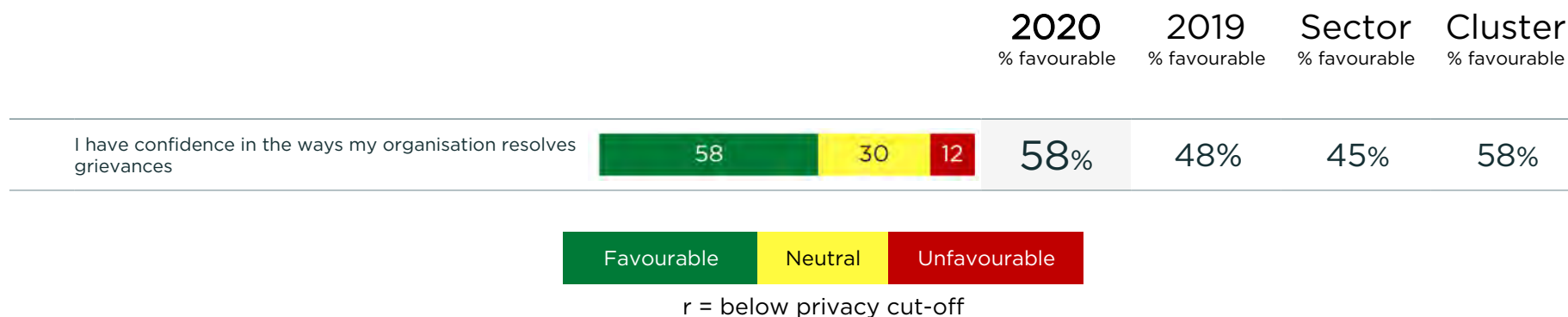
		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Customer service (total score)		83%	80%	74%	83%
I can make the decisions needed to help customers		85%	-	81%	85%
My workgroup strives to achieve customer satisfaction		91%	89%	85%	91%
Senior managers communicate the importance of customers in our work		82%	72%	70%	82%
The processes in my organisation are designed to provide the best experience for customers		71%	-	58%	71%
My organisation meets the needs of the people of NSW		81%	-	69%	81%
I am confident in my organisation's ability to support our customers during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		88%	-	81%	88%



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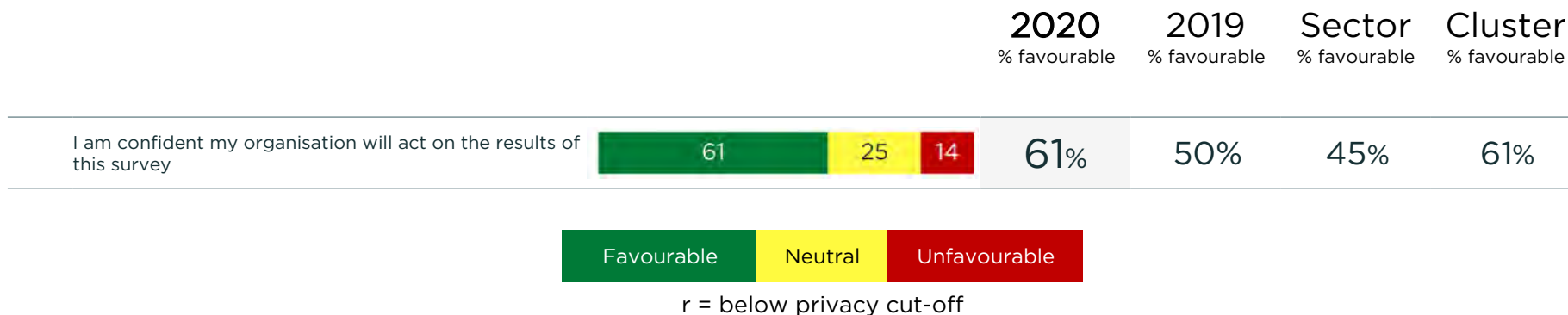


A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.



Action on survey results

Staff confidence that action will be taken on survey results is important for employee experience. Employees can become disengaged if they are asked their opinion and then no action takes place as a result.



Misconduct is behaviour that is unethical or illegal, or that breaches your organisation's code of conduct.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
In the last 12 months, have you ever felt pressured to engage in misconduct at work?				
Yes	1%	-	2%	1%
No	96%	-	95%	96%
Don't know	3%	-	3%	3%
In the last 12 months, have you been aware of any misconduct in your organisation?				
Yes	8%	20%	16%	8%
No	85%	62%	75%	85%
Don't know	7%	17%	8%	7%
Have you reported any of the misconduct you were aware of in the last 12 months?*				
Yes	58%	61%	58%	58%
No	42%	35%	42%	42%

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*Scores for 2019 may not add to 100% due to the removal of an answer option in 2020

Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.

[Learn more about understanding and preventing bullying during COVID-19.](#)

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
In the last 12 months, have you witnessed bullying at work?				
Yes	12%	24%	22%	12%
No	82%	66%	72%	82%
Don't know	6%	10%	6%	6%
In the last 12 months, have you been bullied at work?				
Yes	8%	12%	14%	8%
No	88%	81%	81%	88%
Don't know	4%	7%	5%	4%

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Perpetrators of bullying

Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.

[Learn more about understanding and preventing bullying during COVID-19.](#)

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
Who has been the source of bullying in the last 12 months?				
A senior manager	21%	-	28%	21%
Your immediate manager / supervisor	30%	-	31%	30%
Another manager	16%	-	16%	16%
A fellow worker at your level	34%	-	34%	34%
A subordinate	8%	-	12%	8%
A customer	6%	-	8%	6%
A member of the public other than a customer	2%	-	3%	2%
Other	5%	-	4%	5%
Prefer not to say	14%	-	11%	14%

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Sexual harassment and physical harm

Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents
In the last 12 months, have you experienced sexual harassment at work?				
Yes	2%	-	4%	2%
Prefer not to say	1%	-	2%	1%
No	96%	-	94%	96%
In the last 12 months, have you been threatened with physical harm or physically harmed at work?				
Yes	1%	-	6%	1%
No	99%	-	94%	99%

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Explore how to drive engagement

Key drivers of employee engagement

The key drivers of employee engagement are the survey questions most strongly related to engagement in your team or organisation.

Improving these areas could help boost employee engagement.

Key driver question	Topic
My organisation is committed to developing its employees	Learning and development
I am satisfied with my job	Job satisfaction
My organisation is making improvements to meet future challenges	Risk and innovation
My job gives me a feeling of personal accomplishment	Job satisfaction
I feel motivated to contribute more than what is normally required at work	Job satisfaction

Compare organisational units one level down

Child unit comparison for key topics

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Better Regulation	Corporate Services	Customer Delivery & Transformation	Digital.NSW	Office of the Building Commissioner	Office of the Secretary	People & Culture	Revenue NSW	Service NSW	State Insurance Regulatory Authority	Workers Compensation Commission	Workers Compensation Independent Review Office
EMPLOYEE ENGAGEMENT	72%	67%	69%	66% [^]	72%	76%	77%+	66% [^]	68%	76%+	67% [^]	74%	75%
WELLBEING, HEALTH AND SAFETY	80%	78%	78%	73% [^]	80%	77%	81%	71% [^]	78%	83%	79%	85%+	85%+
SENIOR MANAGERS	69%	66%	69%	67%	71%	76%+	83%+	64% [^]	68%	71%	66%	74%+	71%
COMMUNICATION AND CHANGE MANAGEMENT	72%	68%	70%	69%	73%	74%	82%+	66% [^]	71%	75%	67% [^]	79%+	79%+
INCLUSION AND DIVERSITY	82%	79%	82%	78%	85%	80%	90%+	81%	80%	84%	81%	81%	78%
ROLE CLARITY AND SUPPORT	73%	69%	68% [^]	61% [^]	73%	65% [^]	83%+	57% [^]	72%	77%	68%	81%+	78%+
AUTONOMY AND EMPLOYEE VOICE	79%	78%	79%	77%	80%	86%+	90%+	74% [^]	76%	80%	78%	81%	77%
LEARNING AND DEVELOPMENT	61%	56% [^]	55% [^]	47% [^]	61%	44% [^]	72%+	54% [^]	57%	68%+	58%	57% [^]	64%
TEAMWORK AND COLLABORATION	77%	75%	77%	76%	77%	75%	88%+	69% [^]	76%	79%	76%	75%	79%

+ at least 5 percentage points higher than report unit

[^] at least 5 percentage points lower than report unit

Discover if different groups of employees have different views

Respondent profile snapshot

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents	LGBTIQ+	% respondents	Type of work	% respondents
Male	34	Yes	5	Service delivery involving direct contact with the public	35
Female	55	No	88	Other service delivery work	11
Non-binary	0	Prefer not to say	8	Administrative support	5
Prefer not to say	11			Corporate services	13
		Employment status		Policy	3
Age		Senior executive	3	Research	1
15 - 34 years	27	Ongoing / permanent	74	Program and project management support	10
35 - 54 years	45	Temporary	7	Legal	2
55+ years	11	Casual	1	Other	21
Prefer not to say	16	Contract-non-executive	10		
		Labour hire	3	Organisation tenure	
LOTE spoken at home		Other	1	Less than 1 year	24
Yes	28	Don't know	2	1 year to less than 2 years	10
No	63	Working arrangement		2 years to less than 5 years	27
Prefer not to say	9	Full-time	88	5 years to less than 10 years	19
Aboriginal and/or Torres Strait Islander		Part-time	12	10 years to less than 20 years	13
Yes	2	Frontline / Non-frontline staff		More than 20 years	5
No	90	Frontline	35	Salary	
Prefer not to say	8	Non-frontline	65	\$85,743 and below	41
Disability				\$85,744 - \$111,076	22
Yes	5			\$111,077 - \$148,578	16
No	87			\$148,579 and above	7
Prefer not to say	7			Prefer not to say	14

Key topic results by select demographics

	Report total	Male	Female	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
EMPLOYEE ENGAGEMENT	72%	73%	74%	66%^	73%	70%	74%	77%+	76%	73%	73%
WELLBEING, HEALTH AND SAFETY	80%	82%	82%	72%^	80%	74%^	79%	85%+	82%	82%	84%
SENIOR MANAGERS	69%	73%	71%	51%^	69%	68%	73%	74%+	74%+	72%	71%
COMMUNICATION AND CHANGE MANAGEMENT	72%	75%	75%	55%^	74%	70%	75%	78%+	77%+	75%	74%
INCLUSION AND DIVERSITY	82%	86%	84%	70%^	82%	77%^	85%	85%	87%+	84%	84%
ROLE CLARITY AND SUPPORT	73%	75%	76%	62%^	77%+	68%	75%	79%+	79%+	75%	76%
AUTONOMY AND EMPLOYEE VOICE	79%	82%	80%	71%^	80%	75%	81%	83%	83%+	82%	81%
LEARNING AND DEVELOPMENT	61%	64%	65%	52%^	66%+	61%	66%+	68%+	70%+	64%	64%
TEAMWORK AND COLLABORATION	77%	81%	79%	62%^	79%	75%	80%	82%+	81%	79%	81%

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

Key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work (work that does not involve contact with the public)	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
EMPLOYEE ENGAGEMENT	72%	73%	71%	74%	70%	71%	67%^	74%	71%	70%
WELLBEING, HEALTH AND SAFETY	80%	82%	79%	82%	78%	76%	80%	82%	81%	78%
SENIOR MANAGERS	69%	67%	71%	74%+	69%	74%+	69%	78%+	73%	67%
COMMUNICATION AND CHANGE MANAGEMENT	72%	71%	72%	77%+	72%	74%	72%	76%	75%	71%
INCLUSION AND DIVERSITY	82%	81%	84%	85%	84%	86%	77%^	87%+	83%	80%
ROLE CLARITY AND SUPPORT	73%	75%	72%	80%+	69%	74%	68%	72%	72%	72%
AUTONOMY AND EMPLOYEE VOICE	79%	78%	81%	82%	80%	83%	78%	83%	81%	77%
LEARNING AND DEVELOPMENT	61%	65%	61%	66%+	57%	65%	58%	62%	60%	59%
TEAMWORK AND COLLABORATION	77%	76%	77%	81%	78%	82%+	74%	83%+	82%	76%

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

Key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
EMPLOYEE ENGAGEMENT	72%	78%+	73%	71%	69%	66% [^]	69%
WELLBEING, HEALTH AND SAFETY	80%	84%	80%	80%	80%	77%	78%
SENIOR MANAGERS	69%	77%+	71%	70%	65%	62% [^]	67%
COMMUNICATION AND CHANGE MANAGEMENT	72%	80%+	74%	72%	69%	65% [^]	71%
INCLUSION AND DIVERSITY	82%	87%+	84%	83%	79%	78%	80%
ROLE CLARITY AND SUPPORT	73%	78%+	74%	72%	72%	69%	73%
AUTONOMY AND EMPLOYEE VOICE	79%	85%+	80%	79%	77%	75%	78%
LEARNING AND DEVELOPMENT	61%	70%+	64%	60%	60%	53% [^]	61%
TEAMWORK AND COLLABORATION	77%	84%+	78%	77%	74%	73%	75%

+ at least 5 percentage points higher than report unit

[^] at least 5 percentage points lower than report unit

Key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour – Grafton	Far West and Orana	Hunter Valley excluding Newcastle
EMPLOYEE ENGAGEMENT	72%	72%	71%	82%+	71%	71%	77%+	72%	73%
WELLBEING, HEALTH AND SAFETY	80%	80%	81%	88%+	81%	81%	88%+	83%	83%
SENIOR MANAGERS	69%	72%	70%	77%+	68%	68%	68%	71%	70%
COMMUNICATION AND CHANGE MANAGEMENT	72%	74%	74%	78%+	71%	71%	73%	72%	72%
INCLUSION AND DIVERSITY	82%	84%	82%	90%+	83%	84%	84%	82%	85%
ROLE CLARITY AND SUPPORT	73%	70%	75%	83%+	73%	77%	82%+	75%	74%
AUTONOMY AND EMPLOYEE VOICE	79%	81%	79%	84%+	80%	80%	81%	68%^	81%
LEARNING AND DEVELOPMENT	61%	60%	61%	76%+	63%	67%+	64%	70%+	63%
TEAMWORK AND COLLABORATION	77%	79%	78%	85%+	77%	77%	81%	67%^	77%

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

Key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
EMPLOYEE ENGAGEMENT	72%	72%	82%+	79%+	74%	73%	79%+	76%+	78%+	(r)
WELLBEING, HEALTH AND SAFETY	80%	82%	92%+	83%	81%	80%	85%+	82%	89%+	(r)
SENIOR MANAGERS	69%	74%+	74%+	72%	69%	68%	62%^	70%	78%+	(r)
COMMUNICATION AND CHANGE MANAGEMENT	72%	78%+	75%	74%	75%	74%	72%	72%	75%	(r)
INCLUSION AND DIVERSITY	82%	80%	87%+	82%	86%	84%	85%	83%	92%+	(r)
ROLE CLARITY AND SUPPORT	73%	72%	84%+	79%+	86%+	79%+	80%+	70%	76%	(r)
AUTONOMY AND EMPLOYEE VOICE	79%	81%	83%	82%	84%+	79%	81%	75%	85%+	(r)
LEARNING AND DEVELOPMENT	61%	69%+	72%+	73%+	73%+	70%+	69%+	67%+	72%+	(r)
TEAMWORK AND COLLABORATION	77%	74%	81%	73%	84%+	80%	77%	75%	83%+	(r)

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

Find out more about how the survey works

Survey period

The People Matter Employee Survey 2020 opened on Monday, 19 October and closed on Friday, 13 November. The survey usually runs in the middle of the year but was delayed due to the COVID-19 pandemic.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the five question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

% favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

Privacy

Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

Rounding

Results are presented as whole numbers for ease of reading. Results will not always add up to 100% due to rounding. Values less than 0.5 are rounded down. Values equal to or greater than 0.5 are rounded up.