



**2020** | NSW Public Sector  
Employee Survey

Agency Report

# Health Care Complaints Commission

## NSW public sector

- ▶ Separate Agencies
  - ▶ Health Care Complaints Commission

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

See your results at a glance .....	4
Target specific areas and get tips for taking action .....	8
Explore how to drive engagement .....	37
Discover if different groups of employees have different views .....	39
Find out more about how the survey works .....	46

**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

**85%**

94 OF 111 RESPONDENTS

Compared to 2019: 94%

## Employee engagement

**63%**

### Compared to

2019 +8 (55%)

Sector -4 (67%)

## Job satisfaction

**71%**

### Compared to

2019 +9 (61%)

Sector +1 (70%)

## Wellbeing, health and safety

**72%** \*

### Compared to

2019 +9 (63%)

Sector -4 (76%)

## Senior managers

**59%**

### Compared to

2019 +6 (53%)

Sector +1 (58%)

## Communication and change management

**62%**

### Compared to

2019 +7 (55%)

Sector +1 (62%)

## Inclusion and diversity

**71%**

### Compared to

2019 +8 (63%)

Sector -3 (74%)

## Flexible working satisfaction

**74%** \*

### Compared to

2019 +7 (67%)

Sector +8 (67%)

## Role clarity and support

**65%**

### Compared to

2019 +6 (59%)

Sector -1 (66%)

## Autonomy and employee voice

**68%**

### Compared to

2019 +9 (59%)

Sector -3 (71%)

## Feedback and performance management

**66%**

### Compared to

2019 +10 (56%)

Sector +4 (63%)

## Learning and development

**48%** !

### Compared to

2019 +2 (47%)

Sector -6 (54%)

# 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

**58%**

### Compared to

2019	+8 (50%)
Sector	+13 (45%)

## Teamwork and collaboration

**70%**

### Compared to

2019	+7 (62%)
Sector	+1 (69%)

## Risk and innovation

**74% \***

### Compared to

2019	+5 (69%)
Sector	0 (75%)

## Decision making and accountability

**64%**

### Compared to

2019	+10 (54%)
Sector	+3 (60%)

## Customer service

**71%**

### Compared to

2019	+6 (65%)
Sector	-3 (74%)

## Pay

**63%**

### Compared to

2019	-11 (74%)
Sector	0 (63%)

## Grievance processes

**43% !**

### Compared to

2019	+7 (35%)
Sector	-2 (45%)

## Action on survey results

**51% !**

### Compared to

2019	+4 (47%)
Sector	+6 (45%)

## 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
I feel a strong personal attachment to my organisation	<b>63%</b>	43%	+20%
I am proud to tell others I work for my organisation	<b>70%</b>	52%	+18%
Senior managers communicate the importance of customers in our work	<b>73%</b>	57%	+17%
My organisation inspires me to do the best in my job	<b>58%</b>	43%	+15%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	<b>78%</b>	63%	+15%

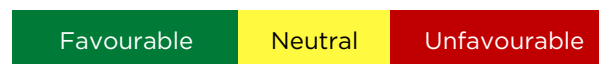
## Target specific areas and get tips for taking action



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.

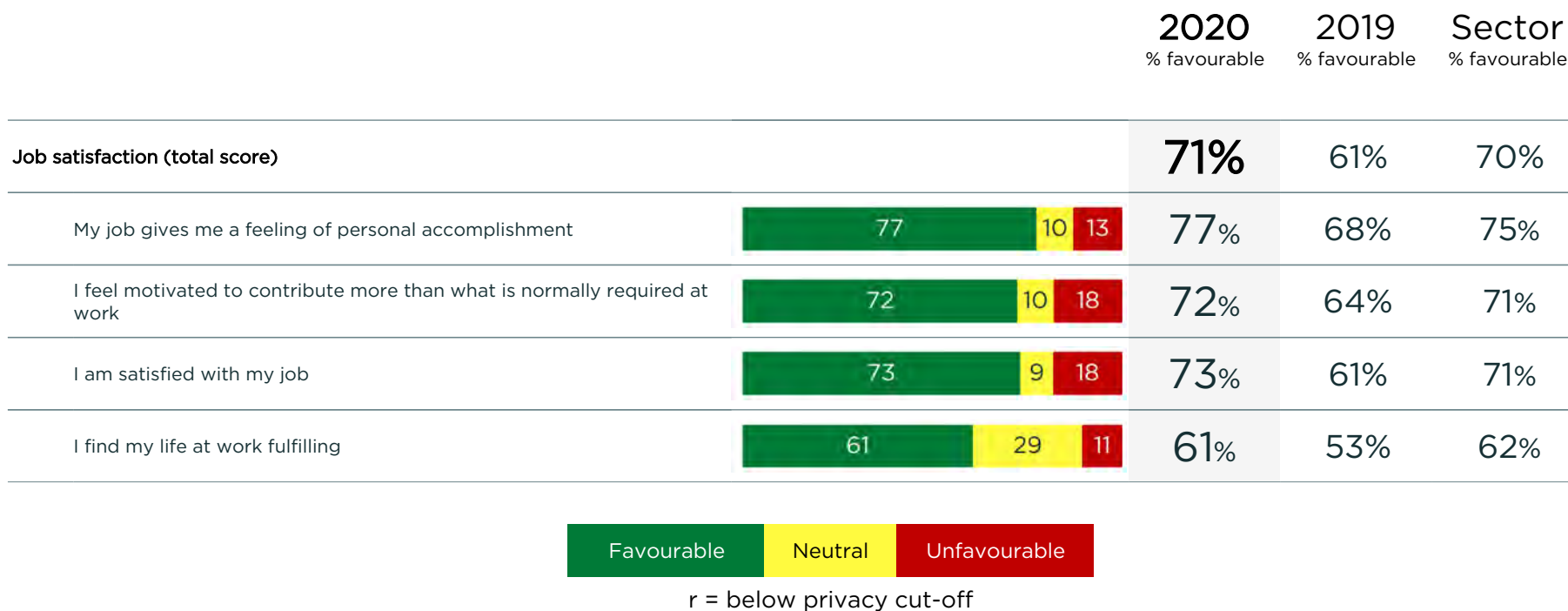
		2020 % favourable	2019 % favourable	Sector % favourable
<b>Employee engagement (total score)</b>		<b>63%</b>	55%	67%
I would recommend my organisation as a great place to work	<div><div>62</div><div>20</div><div>17</div></div>	62%	48%	68%
I am proud to tell others I work for my organisation	<div><div>70</div><div>18</div><div>12</div></div>	70%	52%	74%
I feel a strong personal attachment to my organisation	<div><div>63</div><div>20</div><div>16</div></div>	63%	43%	66%
My organisation motivates me to help it achieve its goals	<div><div>58</div><div>23</div><div>20</div></div>	58%	44%	59%
My organisation inspires me to do the best in my job	<div><div>58</div><div>23</div><div>19</div></div>	58%	43%	59%



r = below privacy cut-off

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
<b>Wellbeing, health and safety (total score)</b>		<b>72%</b>	63%	76%
I can keep my work stress at an acceptable level		59%	55%	63%
I know how to address a health and safety issue I have found		78%	68%	87%
In general, my sense of wellbeing is...		66%	56%	65%
I am confident that I am contributing my best at work		76%	75%	80%
There are people at work who care about me		82%	-	82%



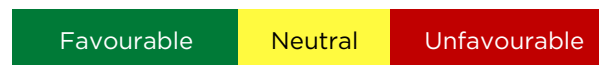
r = below privacy cut-off

# 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
<b>Senior managers (total score)</b>		<b>59%</b>	53%	58%
Senior managers provide clear direction for the future of the organisation	<div><div>63</div><div>23</div><div>14</div></div>	63%	55%	53%
Senior managers model the values of my organisation	<div><div>57</div><div>23</div><div>19</div></div>	57%	51%	58%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>62</div><div>24</div><div>14</div></div>	62%	54%	56%
Senior managers communicate the importance of customers in our work	<div><div>73</div><div>15</div><div>12</div></div>	73%	57%	70%
Senior managers keep employees informed about what's going on	<div><div>51</div><div>22</div><div>27</div></div>	51%	53%	57%
Senior managers listen to employees	<div><div>45</div><div>28</div><div>28</div></div>	45%	43%	49%
Senior managers support the career advancement of women	<div><div>62</div><div>25</div><div>13</div></div>	62%	61%	64%








r = below privacy cut-off

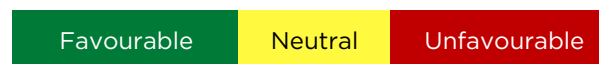
# Communication and change management

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
<b>Communication and change management (total score)</b>		<b>62%</b>	55%	62%
My manager communicates effectively with me		73%	68%	75%
Senior managers provide clear direction for the future of the organisation		63%	55%	53%
Senior managers keep employees informed about what's going on		51%	53%	57%
Change is managed well in my organisation		46%	45%	41%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		78%	-	83%

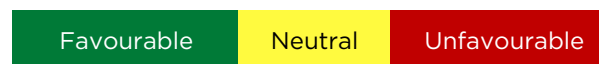


r = below privacy cut-off

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
<b>Inclusion and diversity (total score)</b>		<b>71%</b>	63%	74%
People in my workgroup treat each other with respect		83%	78%	80%
Senior managers support the career advancement of women		62%	61%	64%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		70%	61%	79%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		78%	63%	79%
I can speak up and share a different view to others in my organisation		64%	53%	69%





r = below privacy cut-off

# 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
<b>Flexible working satisfaction (total score)</b>		<b>74%</b>	67%	67%
How satisfied are you with your ability to access and use flexible working arrangements?		74%	67%	65%
My manager supports flexible working in my team		74%	67%	68%



r = below privacy cut-off

## 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	69%	70%
Working more hours over fewer days	15%	11%
Working additional hours to make up for time off	20%	15%
Flexible scheduling for rostered workers	12%	-
Part-time work	17%	6%
Job sharing	r	-
Working from different locations	20%	4%

r = below privacy cut-off

Type of flexible working	2020 % respondents	2019 % respondents
Working from home	83%	37%
Purchasing annual leave	r	-
Leave without pay	r	-
Study leave	r	-
Other	r	-
None of the above	r	-









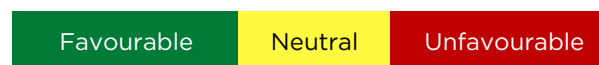
# Role clarity and support

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.](#)

		2020 % favourable	2019 % favourable	Sector % favourable
<b>Role clarity and support (total score)</b>		<b>65%</b>	59%	66%
I understand what is expected of me to do well in my role		81%	80%	84%
I am provided with the support I need to do my job well		63%	56%	65%
I have the tools and technology to do my job well		63%	-	71%
I have the time to do my job well		60%	-	57%
My performance is assessed against clear criteria		65%	52%	55%
I have received the training and development I need to do my job well		56%	48%	62%






r = below privacy cut-off

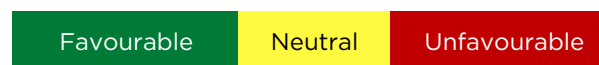
# Autonomy and employee voice

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
<b>Autonomy and employee voice (total score)</b>		<b>68%</b>	59%	71%
I can make the decisions needed to help customers		70%	-	81%
My manager listens to what I have to say		74%	69%	79%
My manager encourages and values employee input		80%	66%	76%
My manager involves my workgroup in decisions about our work		73%	63%	71%
Senior managers listen to employees		45%	43%	49%
I can speak up and share a different view to others in my organisation		64%	53%	69%








r = below privacy cut-off

# 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
<b>Feedback and performance management (total score)</b>		<b>66%</b>	56%	63%
In the last 12 months, I have received feedback to help me improve my work		77%	66%	65%
My performance is assessed against clear criteria		65%	52%	55%
My manager provides recognition for the work I do		74%	66%	72%
My manager encourages me to learn from my mistakes		72%	-	72%
My manager appropriately deals with employees who perform poorly		44%	41%	49%



r = below privacy cut-off

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
I have a performance and development plan that sets out my individual goals			
Yes	83%	83%	72%
No	17%	17%	28%
I have informal feedback conversations with my manager			
Yes	88%	86%	79%
No	12%	14%	21%
I have scheduled feedback conversations with my manager			
Yes	79%	70%	63%
No	21%	30%	37%

r = below privacy cut-off

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
<b>Learning and development (total score)</b>		<b>48%</b>	47%	54%
I have received the training and development I need to do my job well	<div><div>56</div><div>16</div><div>28</div></div>	56%	48%	62%
I am satisfied with the opportunities available for career development in my organisation	<div><div>39</div><div>14</div><div>47</div></div>	39%	41%	48%
My organisation is committed to developing its employees	<div><div>50</div><div>20</div><div>30</div></div>	50%	51%	54%

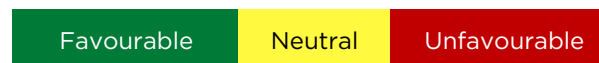


r = below privacy cut-off

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
<b>Recruitment (total score)</b>		<b>58%</b>	50%	45%
I have confidence in the way recruitment decisions are made		51%	43%	38%
My organisation generally selects capable people to do the job		66%	57%	52%



r = below privacy cut-off

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
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	47%	60%	40%
No	53%	40%	60%

r = below privacy cut-off

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
Are there barriers preventing you from moving to another role? If so, what are they?			
Lack of visible opportunities	34%	32%	32%
Lack of promotion opportunities	41%	37%	31%
Lack of support from my manager / supervisor	17%	27%	12%
Geographic location considerations	r	-	27%
Personal / family considerations	15%	18%	30%
Insufficient training and development	16%	20%	16%
Lack of required capabilities or experience	r	-	13%
Lack of support for temporary assignments / secondments	16%	26%	16%
The application / recruitment process is too cumbersome or time consuming	15%	15%	24%
Other	r	-	10%
There are no major barriers to my career progression	33%	19%	26%

r = below privacy cut-off



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
How long do you think you will continue to work in your current organisation?			
Less than 1 year	13%	22%	6%
1 year to less than 2 years	16%	25%	8%
2 years to less than 5 years	32%	29%	20%
5 years to less than 10 years	25%	16%	25%
10 years to less than 20 years	15%	5%	24%
More than 20 years	r	-	17%

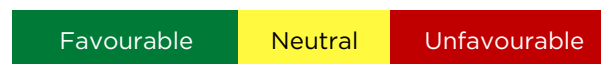
r = below privacy cut-off

# 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
<b>Teamwork and collaboration (total score)</b>		<b>70%</b>	62%	69%
My workgroup works collaboratively to achieve its goals		72%	69%	78%
There is good team spirit in my workgroup		76%	67%	74%
People in my workgroup treat each other with respect		83%	78%	80%
Senior managers promote collaboration between my organisation and other organisations we work with		62%	54%	56%
There is good co-operation between teams across my organisation		57%	44%	54%

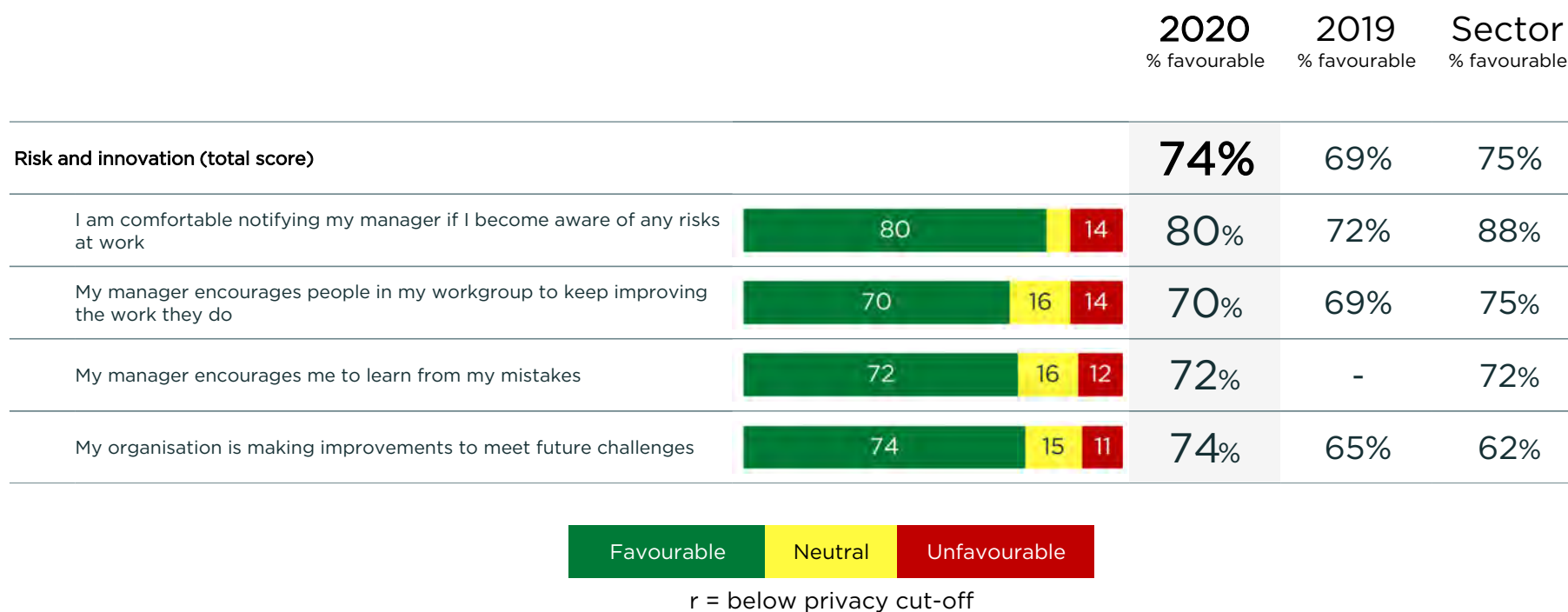


r = below privacy cut-off

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

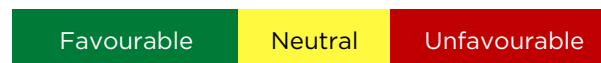
A healthy risk appetite can help foster innovation.



# 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.



		2020 % favourable	2019 % favourable	Sector % favourable
<b>Decision making and accountability (total score)</b>		<b>64%</b>	54%	60%
I have confidence in the decisions my manager makes		73%	66%	72%
People in my organisation take responsibility for their own actions		54%	41%	48%

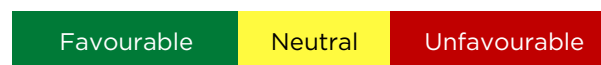


r = below privacy cut-off

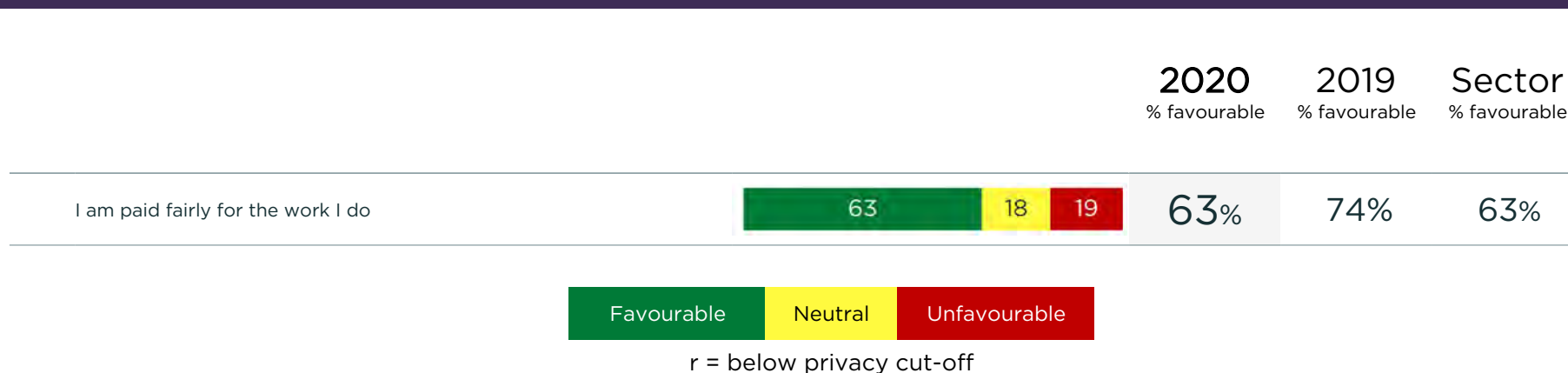
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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
<b>Customer service (total score)</b>		<b>71%</b>	65%	74%
I can make the decisions needed to help customers		70%	-	81%
My workgroup strives to achieve customer satisfaction		77%	73%	85%
Senior managers communicate the importance of customers in our work		73%	57%	70%
The processes in my organisation are designed to provide the best experience for customers		51%	-	58%
My organisation meets the needs of the people of NSW		71%	-	69%
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)		83%	-	81%

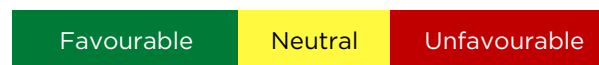


r = below privacy cut-off



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.

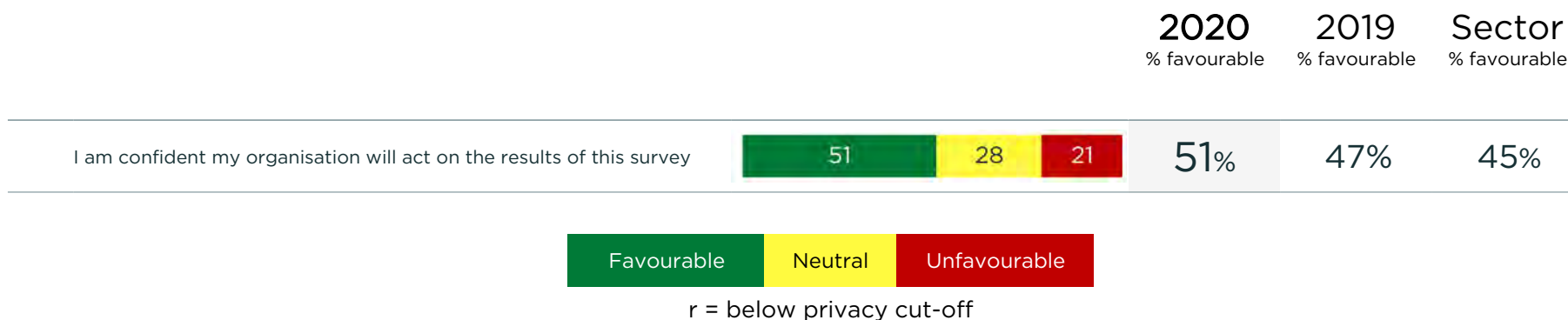
		2020 % favourable	2019 % favourable	Sector % favourable
I have confidence in the ways my organisation resolves grievances	<div> <div>43</div> <div>31</div> <div>27</div> </div>	43%	35%	45%



r = below privacy cut-off

# 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
In the last 12 months, have you ever felt pressured to engage in misconduct at work?			
Yes	r	-	2%
No	r	-	95%
Don't know	r	-	3%
In the last 12 months, have you been aware of any misconduct in your organisation?			
Yes	r	-	16%
No	71%	45%	75%
Don't know	r	-	8%
Have you reported any of the misconduct you were aware of in the last 12 months?*			
Yes	r	-	58%
No	r	-	42%

r = below privacy cut-off

\*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
In the last 12 months, have you witnessed bullying at work?			
Yes	r	-	22%
No	74%	47%	72%
Don't know	r	-	6%
In the last 12 months, have you been bullied at work?			
Yes	r	-	14%
No	86%	73%	81%
Don't know	r	-	5%

r = below privacy cut-off

# 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
Who has been the source of bullying in the last 12 months?			
A senior manager	r	-	28%
Your immediate manager / supervisor	91%	-	31%
Another manager	r	-	16%
A fellow worker at your level	r	-	34%
A subordinate	r	-	12%
A customer	r	-	8%
A member of the public other than a customer	r	-	3%
Other	r	-	4%
Prefer not to say	r	-	11%

r = below privacy cut-off

# 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
In the last 12 months, have you experienced sexual harassment at work?			
Yes	r	-	4%
Prefer not to say	r	-	2%
No	r	-	94%
In the last 12 months, have you been threatened with physical harm or physically harmed at work?			
Yes	r	-	6%
No	100%	-	94%

r = below privacy cut-off

## 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
I am confident my organisation will act on the results of this survey	Action on survey results
My organisation is committed to developing its employees	Learning and development
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	Inclusion and diversity
I can speak up and share a different view to others in my organisation	Inclusion and diversity
My organisation is making improvements to meet future challenges	Risk and innovation

## 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	22	Yes	(r)	Service delivery involving direct contact with the public	40
Female	59	No	80	Other service delivery work	(r)
Non-binary	(r)	Prefer not to say	(r)	Administrative support	(r)
Prefer not to say	(r)			Corporate services	(r)
		<b>Employment status</b>		Policy	(r)
<b>Age</b>		Senior executive	(r)	Research	(r)
15 - 34 years	22	Ongoing / permanent	74	Program and project management support	(r)
35 - 54 years	45	Temporary	(r)	Legal	(r)
55+ years	10	Casual	(r)	Other	25
Prefer not to say	23	Contract-non-executive	(r)		
		Labour hire	(r)		
<b>LOTE spoken at home</b>		Other	(r)	<b>Organisation tenure</b>	
Yes	13	Don't know	(r)	Less than 1 year	(r)
No	74			1 year to less than 2 years	23
Prefer not to say	13	<b>Working arrangement</b>		2 years to less than 5 years	36
		Full-time	(r)	5 years to less than 10 years	(r)
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	(r)	10 years to less than 20 years	(r)
Yes	(r)	<b>Frontline / Non-frontline staff</b>		More than 20 years	(r)
No	(r)	Frontline	40		
Prefer not to say	(r)	Non-frontline	60	<b>Salary</b>	
				\$85,743 and below	21
<b>Disability</b>				\$85,744 - \$111,076	35
Yes	(r)			\$111,077 - \$148,578	21
No	85			\$148,579 and above	7
Prefer not to say	(r)			Prefer not to say	16



## 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	63%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	68%+	(r)
WELLBEING, HEALTH AND SAFETY	72%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)
SENIOR MANAGERS	59%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	66%+	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	68%+	(r)
INCLUSION AND DIVERSITY	71%	(r)	78%+	(r)	(r)	(r)	(r)	(r)	(r)	80%+	(r)
ROLE CLARITY AND SUPPORT	65%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	71%+	(r)
AUTONOMY AND EMPLOYEE VOICE	68%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	75%+	(r)
LEARNING AND DEVELOPMENT	48%	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	58%+	(r)
TEAMWORK AND COLLABORATION	70%	(r)	76%+	(r)	(r)	(r)	(r)	(r)	(r)	81%+	(r)

+ 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	63%	73%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	72%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	74%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	73%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	71%	79%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	65%	71%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	68%	75%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	48%	67%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	70%	76%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

+ 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	63%	(r)	(r)	60%	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	72%	(r)	(r)	69%	(r)	(r)	(r)
SENIOR MANAGERS	59%	(r)	(r)	54%^	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	(r)	56%^	(r)	(r)	(r)
INCLUSION AND DIVERSITY	71%	(r)	(r)	67%	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	65%	(r)	(r)	63%	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	68%	(r)	(r)	62%^	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	48%	(r)	(r)	42%^	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	70%	(r)	(r)	66%	(r)	(r)	(r)

+ 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	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

+ 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	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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.