



2020 | NSW Public Sector
Employee Survey

Agency Report

Public Service Commission

NSW public sector

- Separate Agencies
 - Public Service 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
Compare organisational units one level down	39
Discover if different groups of employees have different views	41
Find out more about how the survey works	48

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

93%

129 OF 138 RESPONDENTS

Compared to 2019: 93%

Employee engagement

61%

Compared to

2019 -12 (72%)

Sector -6 (67%)

Job satisfaction

71%

Compared to

2019 -3 (73%)

Sector +1 (70%)

Wellbeing, health and safety

74%

Compared to

2019 -4 (78%)

Sector -1 (76%)

Senior managers

51%

Compared to

2019 -24 (75%)

Sector -7 (58%)

Communication and change management

55%

Compared to

2019 -15 (70%)

Sector -6 (62%)

Inclusion and diversity

75% *

Compared to

2019 -12 (87%)

Sector +1 (74%)

Flexible working satisfaction

94% *

Compared to

2019 +7 (88%)

Sector +28 (67%)

Role clarity and support

72%

Compared to

2019 -4 (75%)

Sector +6 (66%)

Autonomy and employee voice

70%

Compared to

2019 -8 (79%)

Sector 0 (71%)

Feedback and performance management

73%

Compared to

2019 +2 (71%)

Sector +10 (63%)

Learning and development

48%

Compared to

2019 -15 (64%)

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

48% 

Compared to

2019	-19 (67%)
Sector	+2 (45%)

Teamwork and collaboration

72%

Compared to

2019	-6 (79%)
Sector	+4 (69%)

Risk and innovation

77% 

Compared to

2019	-5 (82%)
Sector	+3 (75%)

Decision making and accountability

60%

Compared to

2019	-12 (72%)
Sector	0 (60%)

Customer service

69%

Compared to

2019	-18 (87%)
Sector	-5 (74%)

Pay

74%

Compared to

2019	-5 (79%)
Sector	+12 (63%)


Grievance processes

40% 

Compared to

2019	-12 (52%)
Sector	-5 (45%)

Action on survey results

48% 

Compared to

2019	-25 (73%)
Sector	+3 (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?

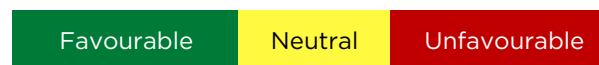
	2020 % favourable	2019 % favourable	Change
How satisfied are you with your ability to access and use flexible working arrangements?	94%	85%	+9%
My manager appropriately deals with employees who perform poorly	58%	53%	+5%
My job gives me a feeling of personal accomplishment	78%	73%	+5%
My manager supports flexible working in my team	94%	90%	+4%
People in my workgroup treat each other with respect	87%	84%	+3%

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.

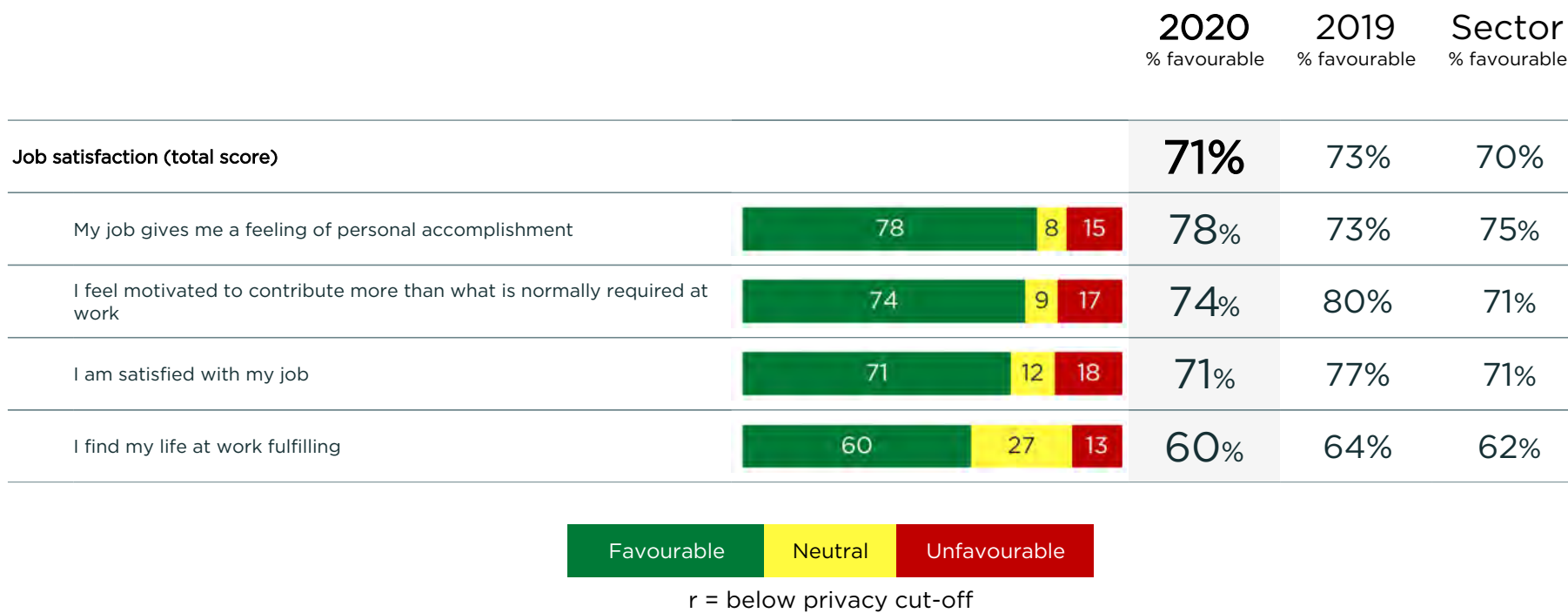
		2020 % favourable	2019 % favourable	Sector % favourable
Employee engagement (total score)		61%	72%	67%
I would recommend my organisation as a great place to work		58%	76%	68%
I am proud to tell others I work for my organisation		65%	82%	74%
I feel a strong personal attachment to my organisation		50%	62%	66%
My organisation motivates me to help it achieve its goals		54%	70%	59%
My organisation inspires me to do the best in my job		50%	68%	59%



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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
Wellbeing, health and safety (total score)		74%	78%	76%
I can keep my work stress at an acceptable level		67%	80%	63%
I know how to address a health and safety issue I have found		81%	83%	87%
In general, my sense of wellbeing is...		59%	73%	65%
I am confident that I am contributing my best at work		77%	78%	80%
There are people at work who care about me		88%	-	82%



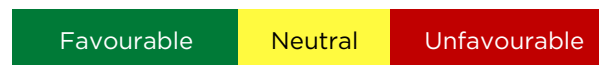
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Senior managers

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
Senior managers (total score)		51%	75%	58%
Senior managers provide clear direction for the future of the organisation	<div><div>42</div><div>18</div><div>41</div></div>	42%	74%	53%
Senior managers model the values of my organisation	<div><div>46</div><div>19</div><div>34</div></div>	46%	75%	58%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>55</div><div>23</div><div>22</div></div>	55%	75%	56%
Senior managers communicate the importance of customers in our work	<div><div>65</div><div>18</div><div>17</div></div>	65%	79%	70%
Senior managers keep employees informed about what's going on	<div><div>48</div><div>16</div><div>36</div></div>	48%	68%	57%
Senior managers listen to employees	<div><div>40</div><div>25</div><div>35</div></div>	40%	63%	49%
Senior managers support the career advancement of women	<div><div>62</div><div>25</div><div>13</div></div>	62%	89%	64%








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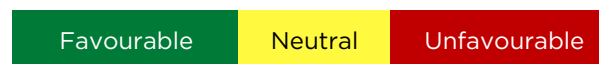
Communication and change management

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
Communication and change management (total score)		55%	70%	62%
My manager communicates effectively with me		76%	77%	75%
Senior managers provide clear direction for the future of the organisation		42%	74%	53%
Senior managers keep employees informed about what's going on		48%	68%	57%
Change is managed well in my organisation		25%	60%	41%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		86%	-	83%

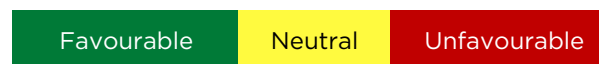


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

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

		2020 % favourable	2019 % favourable	Sector % favourable
Inclusion and diversity (total score)		75%	87%	74%
People in my workgroup treat each other with respect		87%	84%	80%
Senior managers support the career advancement of women		62%	89%	64%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		81%	94%	79%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		77%	87%	79%
I can speak up and share a different view to others in my organisation		67%	81%	69%





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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
Flexible working satisfaction (total score)		94%	88%	67%
How satisfied are you with your ability to access and use flexible working arrangements?		94%	85%	65%
My manager supports flexible working in my team		94%	90%	68%



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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	91%	85%
Working more hours over fewer days	20%	17%
Working additional hours to make up for time off	39%	30%
Flexible scheduling for rostered workers	r	-
Part-time work	16%	12%
Job sharing	r	-
Working from different locations	44%	25%

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Type of flexible working	2020 % respondents	2019 % respondents
Working from home	93%	80%
Purchasing annual leave	r	-
Leave without pay	r	-
Study leave	r	-
Other	r	-
None of the above	r	-

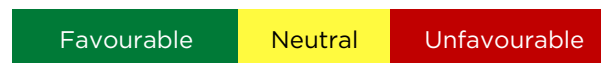
Role clarity and support

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
Role clarity and support (total score)		72%	75%	66%
I understand what is expected of me to do well in my role		81%	89%	84%
I am provided with the support I need to do my job well		67%	77%	65%
I have the tools and technology to do my job well		88%	-	71%
I have the time to do my job well		68%	-	57%
My performance is assessed against clear criteria		68%	69%	55%
I have received the training and development I need to do my job well		58%	67%	62%



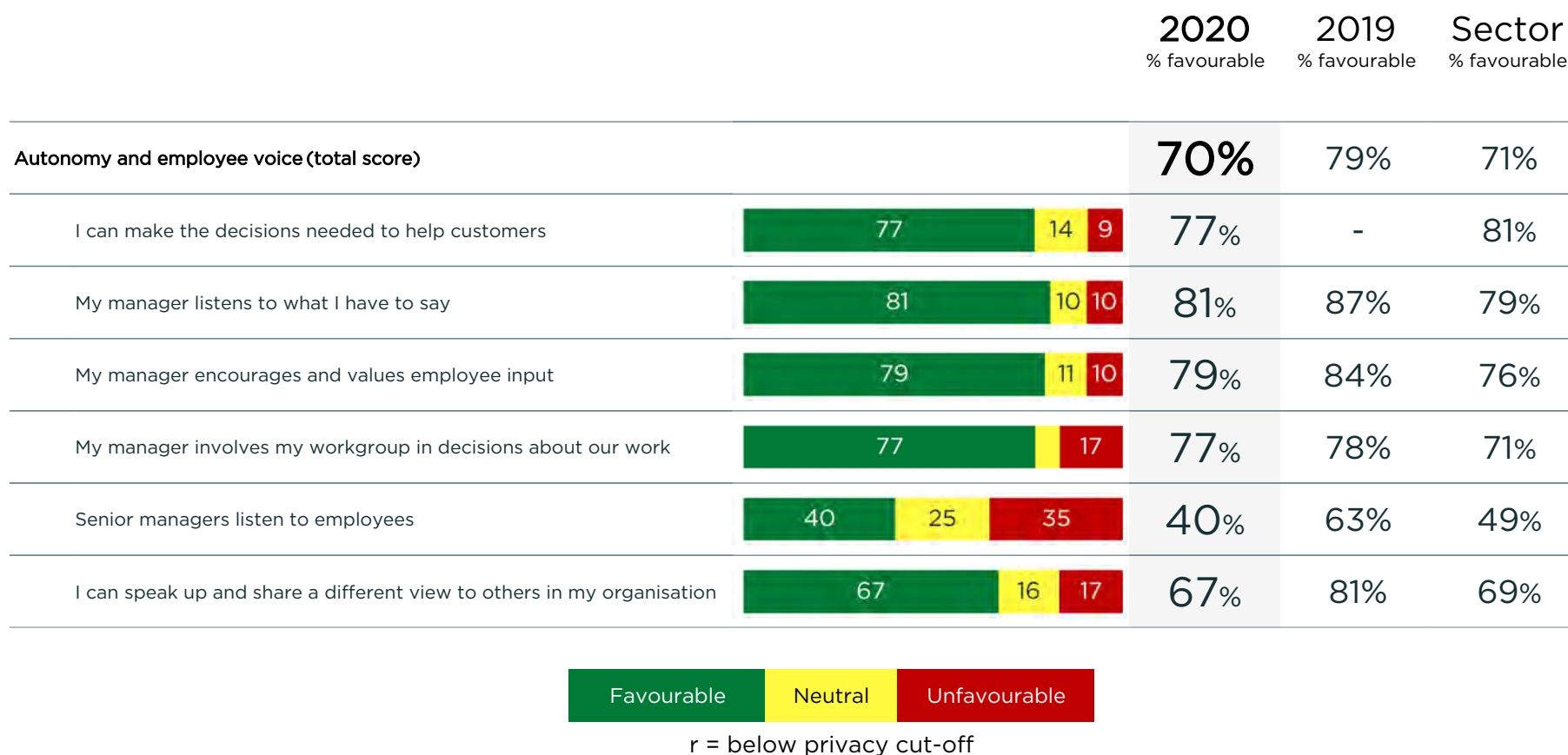
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Autonomy and employee voice

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.](#)



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
Feedback and performance management (total score)		73%	71%	63%
In the last 12 months, I have received feedback to help me improve my work		76%	78%	65%
My performance is assessed against clear criteria		68%	69%	55%
My manager provides recognition for the work I do		85%	83%	72%
My manager encourages me to learn from my mistakes		78%	-	72%
My manager appropriately deals with employees who perform poorly		58%	53%	49%



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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
I have a performance and development plan that sets out my individual goals			
Yes	85%	83%	72%
No	15%	17%	28%
I have informal feedback conversations with my manager			
Yes	88%	90%	79%
No	12%	10%	21%
I have scheduled feedback conversations with my manager			
Yes	89%	85%	63%
No	11%	15%	37%

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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
Learning and development (total score)		48%	64%	54%
I have received the training and development I need to do my job well	<div><div>58</div><div>29</div><div>13</div></div>	58%	67%	62%
I am satisfied with the opportunities available for career development in my organisation	<div><div>40</div><div>15</div><div>45</div></div>	40%	55%	48%
My organisation is committed to developing its employees	<div><div>48</div><div>26</div><div>27</div></div>	48%	69%	54%

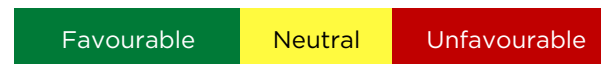


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

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

		2020 % favourable	2019 % favourable	Sector % favourable
Recruitment (total score)		48%	67%	45%
I have confidence in the way recruitment decisions are made	<div><div>40</div><div>23</div><div>37</div></div>	40%	55%	38%
My organisation generally selects capable people to do the job	<div><div>56</div><div>21</div><div>23</div></div>	56%	78%	52%



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

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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
Are there barriers preventing you from moving to another role? If so, what are they?			
Lack of visible opportunities	40%	25%	32%
Lack of promotion opportunities	40%	31%	31%
Lack of support from my manager / supervisor	10%	9%	12%
Geographic location considerations	13%	22%	27%
Personal / family considerations	20%	19%	30%
Insufficient training and development	13%	12%	16%
Lack of required capabilities or experience	11%	13%	13%
Lack of support for temporary assignments / secondments	16%	14%	16%
The application / recruitment process is too cumbersome or time consuming	31%	22%	24%
Other	10%	9%	10%
There are no major barriers to my career progression	26%	33%	26%

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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
How long do you think you will continue to work in your current organisation?			
Less than 1 year	26%	23%	6%
1 year to less than 2 years	11%	30%	8%
2 years to less than 5 years	30%	27%	20%
5 years to less than 10 years	17%	13%	25%
10 years to less than 20 years	r	-	24%
More than 20 years	r	-	17%

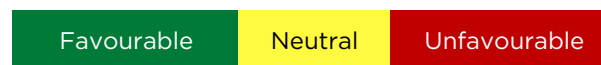
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Teamwork and collaboration

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
Teamwork and collaboration (total score)		72%	79%	69%
My workgroup works collaboratively to achieve its goals		88%	88%	78%
There is good team spirit in my workgroup		80%	81%	74%
People in my workgroup treat each other with respect		87%	84%	80%
Senior managers promote collaboration between my organisation and other organisations we work with		55%	75%	56%
There is good co-operation between teams across my organisation		51%	64%	54%

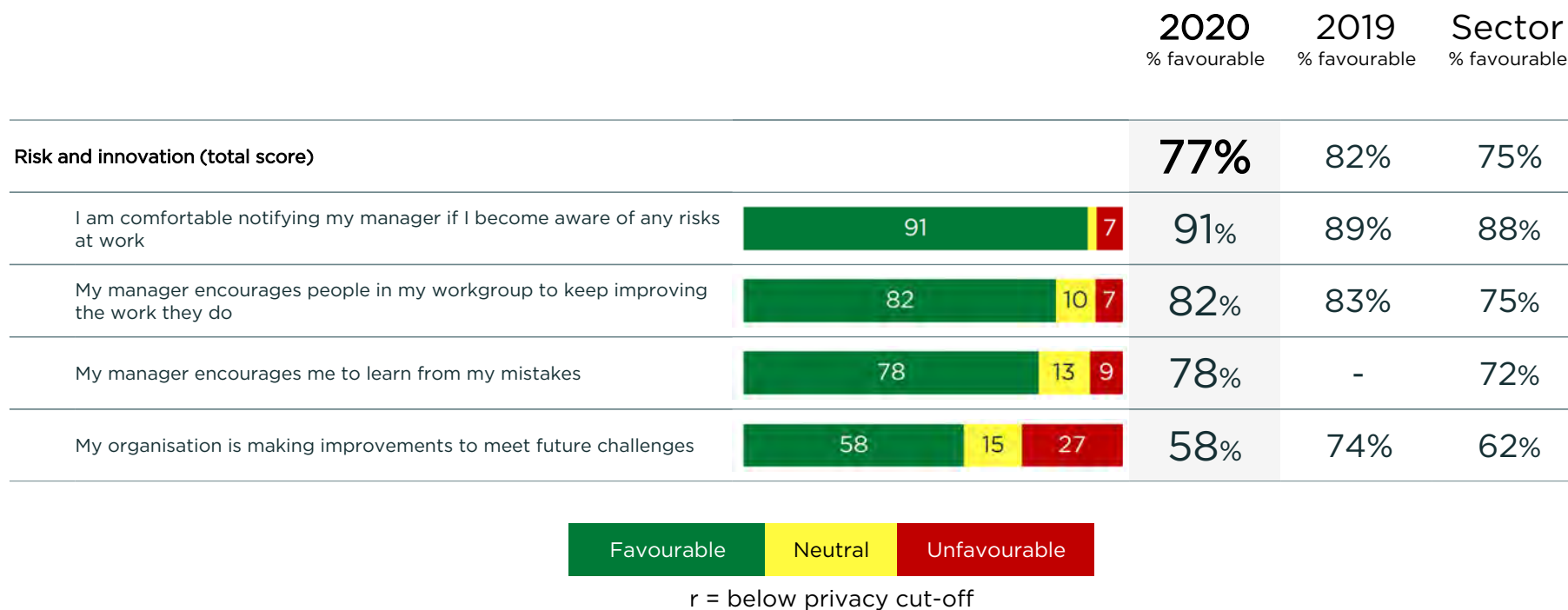


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.



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

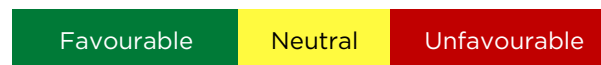
A healthy risk appetite can help foster innovation.



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.






		2020 % favourable	2019 % favourable	Sector % favourable
Decision making and accountability (total score)		60%	72%	60%
I have confidence in the decisions my manager makes		77%	76%	72%
People in my organisation take responsibility for their own actions		44%	69%	48%

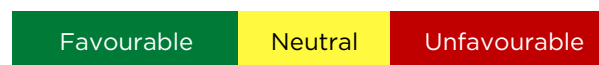


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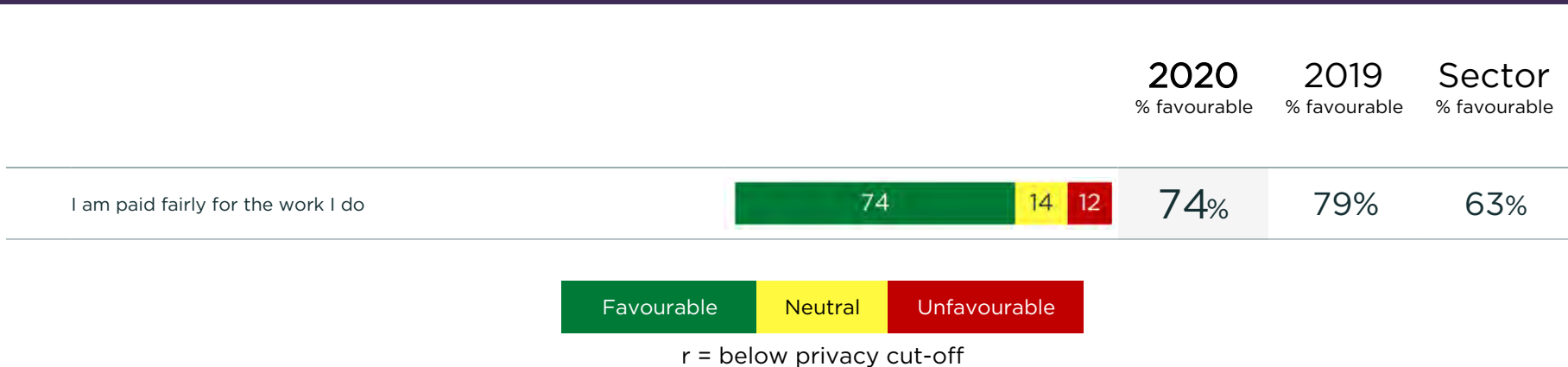
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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
Customer service (total score)		69%	87%	74%
I can make the decisions needed to help customers		77%	-	81%
My workgroup strives to achieve customer satisfaction		91%	95%	85%
Senior managers communicate the importance of customers in our work		65%	79%	70%
The processes in my organisation are designed to provide the best experience for customers		47%	-	58%
My organisation meets the needs of the people of NSW		54%	-	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)		81%	-	81%

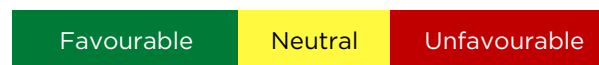


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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		2020 % favourable	2019 % favourable	Sector % favourable
I have confidence in the ways my organisation resolves grievances	<div> <div>40</div> <div>32</div> <div>28</div> </div>	40%	52%	45%

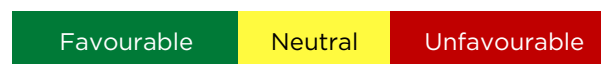


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Action on survey results

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.

	2020 % favourable	2019 % favourable	Sector % favourable
I am confident my organisation will act on the results of this survey	48%	73%	45%



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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	81%	72%	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%

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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
In the last 12 months, have you witnessed bullying at work?			
Yes	20%	19%	22%
No	71%	70%	72%
Don't know	9%	11%	6%
In the last 12 months, have you been bullied at work?			
Yes	r	-	14%
No	78%	82%	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	r	-	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%

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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
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%

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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 making improvements to meet future challenges	Risk and innovation
Senior managers model the values of my organisation	Senior managers
I have confidence in the ways my organisation resolves grievances	Grievance processes
Senior managers listen to employees	Senior managers
My organisation is committed to developing its employees	Learning and development

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	Capability and Leadership Strategy Division	Corporate	Office of the Commissioner, Legal Services, People & Engagement, Communications	Performance and Analytics Division
EMPLOYEE ENGAGEMENT	61%	42%^	78%+	70%+	69%+
WELLBEING, HEALTH AND SAFETY	74%	61%^	86%+	80%+	81%+
SENIOR MANAGERS	51%	32%^	80%+	60%+	54%
COMMUNICATION AND CHANGE MANAGEMENT	55%	39%^	81%+	61%+	59%
INCLUSION AND DIVERSITY	75%	62%^	85%+	87%+	80%+
ROLE CLARITY AND SUPPORT	72%	59%^	83%+	71%	81%+
AUTONOMY AND EMPLOYEE VOICE	70%	59%^	87%+	78%+	71%
LEARNING AND DEVELOPMENT	48%	32%^	68%+	59%+	53%+
TEAMWORK AND COLLABORATION	72%	62%^	89%+	72%	76%

+ 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	24	Yes	(r)	Service delivery involving direct contact with the public	(r)
Female	58	No	80	Other service delivery work	(r)
Non-binary	(r)	Prefer not to say	(r)	Administrative support	(r)
Prefer not to say	18			Corporate services	23
		Employment status		Policy	21
Age		Senior executive	(r)	Research	(r)
15 - 34 years	19	Ongoing / permanent	76	Program and project management support	24
35 - 54 years	40	Temporary	11	Legal	(r)
55+ years	13	Casual	(r)	Other	12
Prefer not to say	28	Contract-non-executive	(r)		
		Labour hire	(r)	Organisation tenure	
LOTE spoken at home		Other	(r)	Less than 1 year	(r)
Yes	16	Don't know	(r)	1 year to less than 2 years	20
No	67			2 years to less than 5 years	34
Prefer not to say	16	Working arrangement		5 years to less than 10 years	27
		Full-time	83	10 years to less than 20 years	(r)
Aboriginal and/or Torres Strait Islander		Part-time	17	More than 20 years	(r)
Yes	(r)	Frontline / Non-frontline staff		Salary	
No	87	Frontline	(r)	\$85,743 and below	7
Prefer not to say	(r)	Non-frontline	(r)	\$85,744 - \$111,076	30
				\$111,077 - \$148,578	36
Disability				\$148,579 and above	10
Yes	12			Prefer not to say	17
No	75				
Prefer not to say	12				

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	61%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)
WELLBEING, HEALTH AND SAFETY	74%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(r)
SENIOR MANAGERS	51%	(r)	52%	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)
COMMUNICATION AND CHANGE MANAGEMENT	55%	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)
INCLUSION AND DIVERSITY	75%	(r)	78%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)
ROLE CLARITY AND SUPPORT	72%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)
AUTONOMY AND EMPLOYEE VOICE	70%	(r)	75%+	(r)	(r)	(r)	(r)	(r)	(r)	77%+	(r)
LEARNING AND DEVELOPMENT	48%	(r)	50%	(r)	(r)	(r)	(r)	(r)	(r)	52%	(r)
TEAMWORK AND COLLABORATION	72%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	75%	(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	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	70%	(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	72%	(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

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	61%	(r)	(r)	66%+	52%^	(r)	(r)
WELLBEING, HEALTH AND SAFETY	74%	(r)	(r)	75%	70%	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	60%+	43%^	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	55%	(r)	(r)	59%	49%^	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	(r)	79%	70%^	(r)	(r)
ROLE CLARITY AND SUPPORT	72%	(r)	(r)	74%	63%^	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	70%	(r)	(r)	73%	62%^	(r)	(r)
LEARNING AND DEVELOPMENT	48%	(r)	(r)	52%	38%^	(r)	(r)
TEAMWORK AND COLLABORATION	72%	(r)	(r)	78%+	65%^	(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	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	72%	(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	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	70%	(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	72%	(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.