



2020 | NSW Public Sector
Employee Survey

Agency Report

Insurance & Care NSW (icare)

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

NSW public sector

- ▶ Treasury
 - ▶ Insurance & Care NSW (icare)

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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

69%

1,072 OF 1,564 RESPONDENTS

Compared to 2019: 74%

Employee engagement

62%

Compared to

2019	-8 (70%)
Sector	-5 (67%)
Cluster	-4 (67%)

Job satisfaction

72%

Compared to

2019	0 (72%)
Sector	+2 (70%)
Cluster	0 (72%)

Wellbeing, health and safety

81% *

Compared to

2019	+4 (78%)
Sector	+6 (76%)
Cluster	+3 (78%)

Senior managers

61%

Compared to

2019	-1 (62%)
Sector	+3 (58%)
Cluster	-4 (65%)

Communication and change management

66%

Compared to

2019	+6 (60%)
Sector	+5 (62%)
Cluster	-2 (68%)

Inclusion and diversity

80%

Compared to

2019	-2 (82%)
Sector	+6 (74%)
Cluster	+1 (80%)

Flexible working satisfaction

88% *

Compared to

2019	+6 (81%)
Sector	+21 (67%)
Cluster	-1 (89%)

Role clarity and support

70%

Compared to

2019	+4 (66%)
Sector	+5 (66%)
Cluster	+1 (69%)

Autonomy and employee voice

78%

Compared to

2019	+2 (76%)
Sector	+7 (71%)
Cluster	0 (77%)

Feedback and performance management

70%

Compared to

2019	+8 (63%)
Sector	+8 (63%)
Cluster	+1 (70%)

Learning and development

55% !

Compared to

2019	-2 (57%)
Sector	0 (54%)
Cluster	0 (55%)

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

52% 

Compared to

2019	-4 (57%)
Sector	+7 (45%)
Cluster	-4 (56%)

Teamwork and collaboration

74%

Compared to

2019	+4 (71%)
Sector	+6 (69%)
Cluster	-3 (77%)

Risk and innovation

82% 

Compared to

2019	+3 (80%)
Sector	+8 (75%)
Cluster	0 (82%)

Decision making and accountability

63%

Compared to

2019	-1 (64%)
Sector	+3 (60%)
Cluster	-4 (67%)

Customer service

76%

Compared to

2019	-7 (83%)
Sector	+2 (74%)
Cluster	-1 (77%)

Pay

70%

Compared to

2019	-3 (72%)
Sector	+7 (63%)
Cluster	0 (69%)

Grievance processes

54% 

Compared to

2019	+2 (52%)
Sector	+10 (45%)
Cluster	0 (54%)

Action on survey results

56%

Compared to

2019	+4 (52%)
Sector	+11 (45%)
Cluster	-3 (59%)

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?

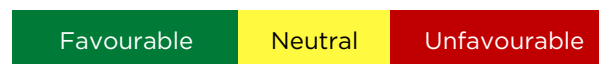
	2020 % favourable	2019 % favourable	Change
My performance is assessed against clear criteria	59%	48%	+11%
I know how to address a health and safety issue I have found	94%	85%	+9%
There is good team spirit in my workgroup	86%	79%	+7%
My manager supports flexible working in my team	90%	84%	+6%
How satisfied are you with your ability to access and use flexible working arrangements?	85%	78%	+6%

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	Cluster % favourable
Employee engagement (total score)		62%	70%	67%	67%
I would recommend my organisation as a great place to work		65%	72%	68%	70%
I am proud to tell others I work for my organisation		48%	72%	74%	67%
I feel a strong personal attachment to my organisation		52%	63%	66%	57%
My organisation motivates me to help it achieve its goals		57%	66%	59%	62%
My organisation inspires me to do the best in my job		56%	64%	59%	63%

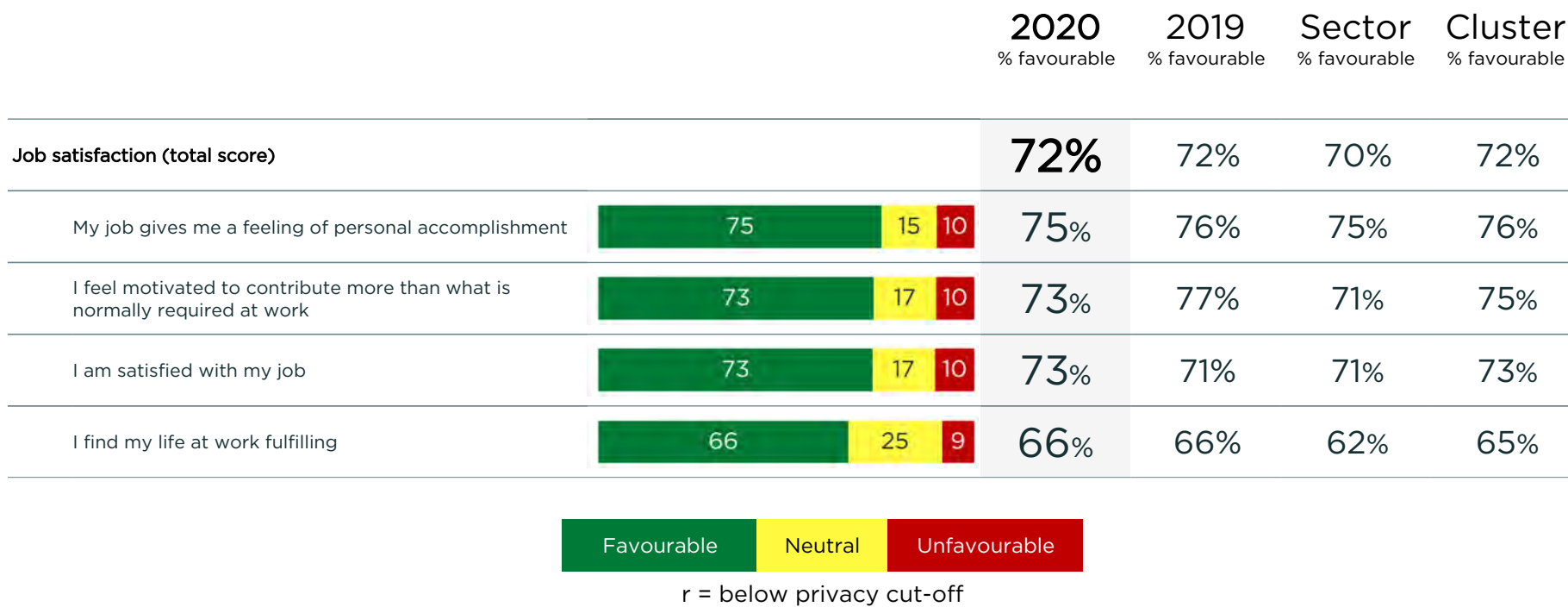


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Job satisfaction






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 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)		81%	78%	76%	78%
I can keep my work stress at an acceptable level		69%	70%	63%	68%
I know how to address a health and safety issue I have found		94%	85%	87%	87%
In general, my sense of wellbeing is...		75%	73%	65%	71%
I am confident that I am contributing my best at work		81%	82%	80%	80%
There are people at work who care about me		87%	-	82%	84%



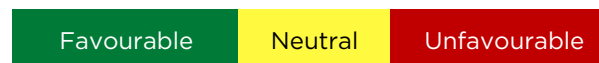
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Senior managers

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)		61%	62%	58%	65%
Senior managers provide clear direction for the future of the organisation	<div><div>53</div><div>26</div><div>22</div></div>	53%	57%	53%	59%
Senior managers model the values of my organisation	<div><div>53</div><div>23</div><div>24</div></div>	53%	60%	58%	61%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>55</div><div>29</div><div>16</div></div>	55%	58%	56%	65%
Senior managers communicate the importance of customers in our work	<div><div>80</div><div>13</div><div></div></div>	80%	76%	70%	80%
Senior managers keep employees informed about what's going on	<div><div>65</div><div>18</div><div>17</div></div>	65%	60%	57%	68%
Senior managers listen to employees	<div><div>57</div><div>24</div><div>19</div></div>	57%	54%	49%	59%
Senior managers support the career advancement of women	<div><div>62</div><div>31</div><div>7</div></div>	62%	67%	64%	64%








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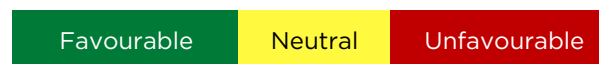
Communication and change management

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	Cluster % favourable
Communication and change management (total score)		66%	60%	62%	68%
My manager communicates effectively with me		83%	79%	75%	81%
Senior managers provide clear direction for the future of the organisation		53%	57%	53%	59%
Senior managers keep employees informed about what's going on		65%	60%	57%	68%
Change is managed well in my organisation		40%	42%	41%	44%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		90%	-	83%	89%

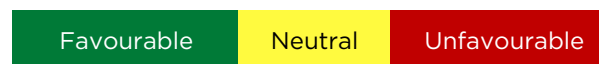


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

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

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Inclusion and diversity (total score)		80%	82%	74%	80%
People in my workgroup treat each other with respect		90%	85%	80%	90%
Senior managers support the career advancement of women		62%	67%	64%	64%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		87%	89%	79%	85%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		88%	88%	79%	84%
I can speak up and share a different view to others in my organisation		75%	82%	69%	75%





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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)		88%	81%	67%	89%
How satisfied are you with your ability to access and use flexible working arrangements?		85%	78%	65%	87%
My manager supports flexible working in my team		90%	84%	68%	90%



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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	79%	75%
Working more hours over fewer days	16%	11%
Working additional hours to make up for time off	30%	24%
Flexible scheduling for rostered workers	6%	3%
Part-time work	9%	8%
Job sharing	1%	1%
Working from different locations	29%	33%

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Type of flexible working	2020 % respondents	2019 % respondents
Working from home	94%	67%
Purchasing annual leave	4%	3%
Leave without pay	9%	14%
Study leave	3%	3%
Other	2%	2%
None of the above	2%	7%

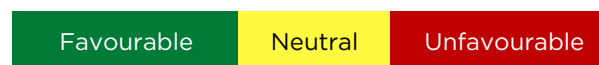
Role clarity and support

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	Cluster % favourable
Role clarity and support (total score)		70%	66%	66%	69%
I understand what is expected of me to do well in my role		84%	83%	84%	81%
I am provided with the support I need to do my job well		73%	73%	65%	72%
I have the tools and technology to do my job well		79%	-	71%	79%
I have the time to do my job well		64%	-	57%	63%
My performance is assessed against clear criteria		59%	48%	55%	58%
I have received the training and development I need to do my job well		63%	59%	62%	60%









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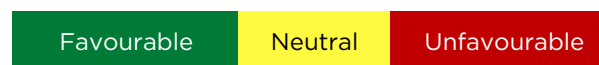
Autonomy and employee voice

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.](#)

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Autonomy and employee voice (total score)		78%	76%	71%	77%
I can make the decisions needed to help customers		76%	-	81%	75%
My manager listens to what I have to say		88%	84%	79%	86%
My manager encourages and values employee input		88%	82%	76%	86%
My manager involves my workgroup in decisions about our work		83%	77%	71%	82%
Senior managers listen to employees		57%	54%	49%	59%
I can speak up and share a different view to others in my organisation		75%	82%	69%	75%








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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)		70%	63%	63%	70%
In the last 12 months, I have received feedback to help me improve my work		73%	70%	65%	73%
My performance is assessed against clear criteria		59%	48%	55%	58%
My manager provides recognition for the work I do		83%	79%	72%	82%
My manager encourages me to learn from my mistakes		80%	-	72%	80%
My manager appropriately deals with employees who perform poorly		56%	53%	49%	54%



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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	70%	53%	72%	76%
No	30%	47%	28%	24%
I have informal feedback conversations with my manager				
Yes	88%	82%	79%	86%
No	12%	18%	21%	14%
I have scheduled feedback conversations with my manager				
Yes	79%	71%	63%	76%
No	21%	29%	37%	24%

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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	Cluster % favourable
Learning and development (total score)		55%	57%	54%	55%
I have received the training and development I need to do my job well	<div><div>63</div><div>23</div><div>14</div></div>	63%	59%	62%	60%
I am satisfied with the opportunities available for career development in my organisation	<div><div>49</div><div>28</div><div>23</div></div>	49%	51%	48%	48%
My organisation is committed to developing its employees	<div><div>53</div><div>29</div><div>17</div></div>	53%	61%	54%	56%

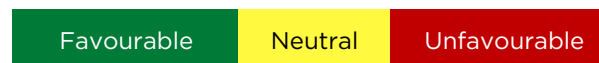


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

[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)		52%	57%	45%	56%
I have confidence in the way recruitment decisions are made		46%	50%	38%	48%
My organisation generally selects capable people to do the job		59%	63%	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	31%	33%	40%	36%
No	69%	67%	60%	64%

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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	32%	30%	32%	35%
Lack of promotion opportunities	32%	29%	31%	36%
Lack of support from my manager / supervisor	7%	8%	12%	8%
Geographic location considerations	17%	14%	27%	14%
Personal / family considerations	21%	17%	30%	19%
Insufficient training and development	12%	11%	16%	11%
Lack of required capabilities or experience	11%	10%	13%	11%
Lack of support for temporary assignments / secondments	10%	9%	16%	13%
The application / recruitment process is too cumbersome or time consuming	12%	10%	24%	14%
Other	7%	8%	10%	8%
There are no major barriers to my career progression	36%	40%	26%	32%

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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%	9%
1 year to less than 2 years	10%	19%	8%	14%
2 years to less than 5 years	30%	31%	20%	31%
5 years to less than 10 years	30%	21%	25%	28%
10 years to less than 20 years	15%	10%	24%	12%
More than 20 years	7%	7%	17%	5%

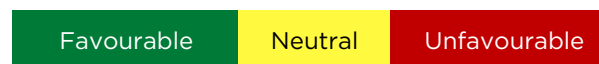
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Teamwork and collaboration

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)		74%	71%	69%	77%
My workgroup works collaboratively to achieve its goals		86%	82%	78%	86%
There is good team spirit in my workgroup		86%	79%	74%	84%
People in my workgroup treat each other with respect		90%	85%	80%	90%
Senior managers promote collaboration between my organisation and other organisations we work with		55%	58%	56%	65%
There is good co-operation between teams across my organisation		53%	48%	54%	59%

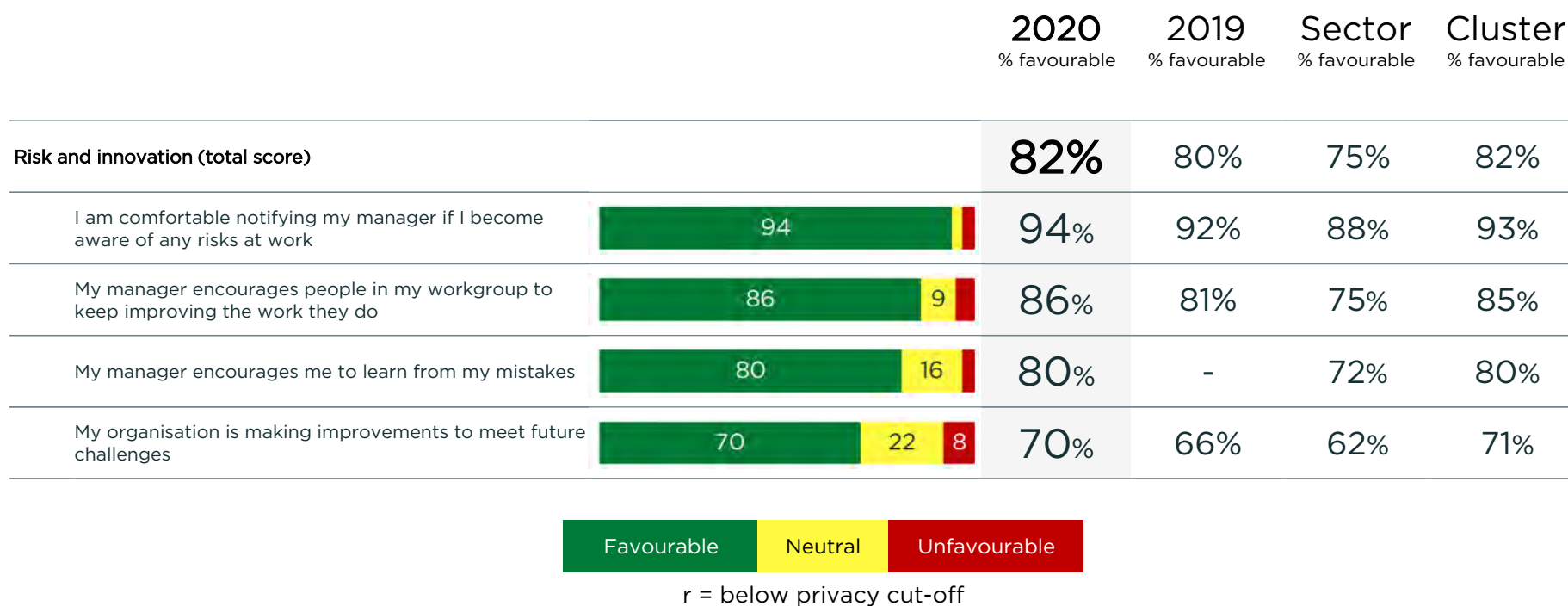


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

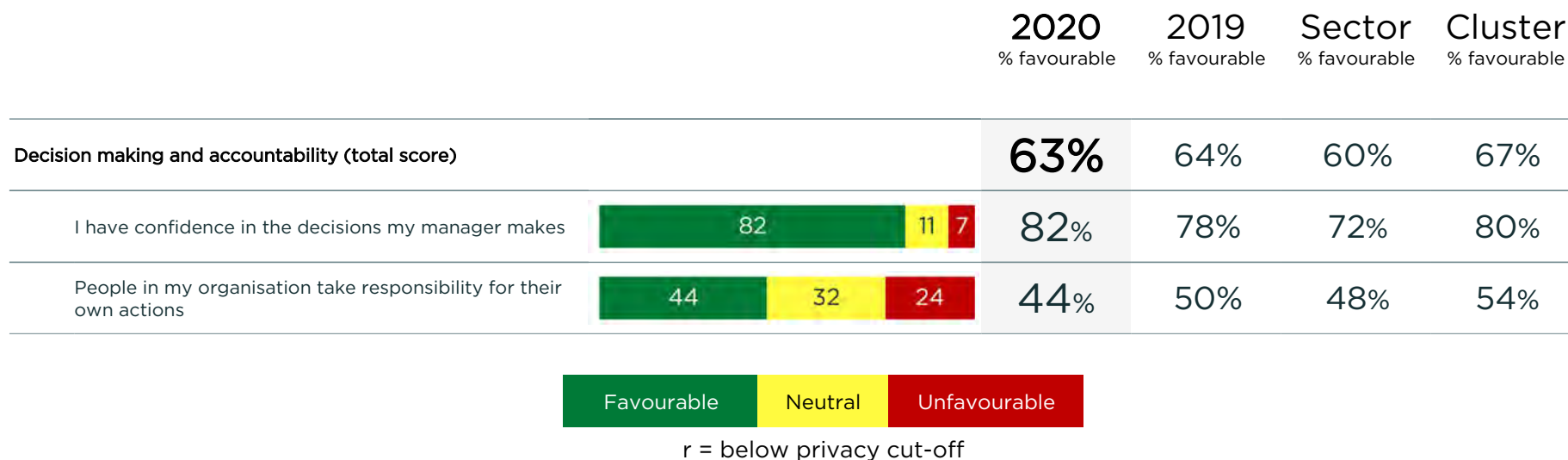
Innovation means creating new and better products, processes, services, and technologies to improve outcomes for the people of NSW

A healthy risk appetite can help foster innovation.









Decision making and accountability

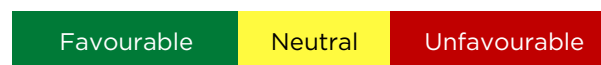
Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.



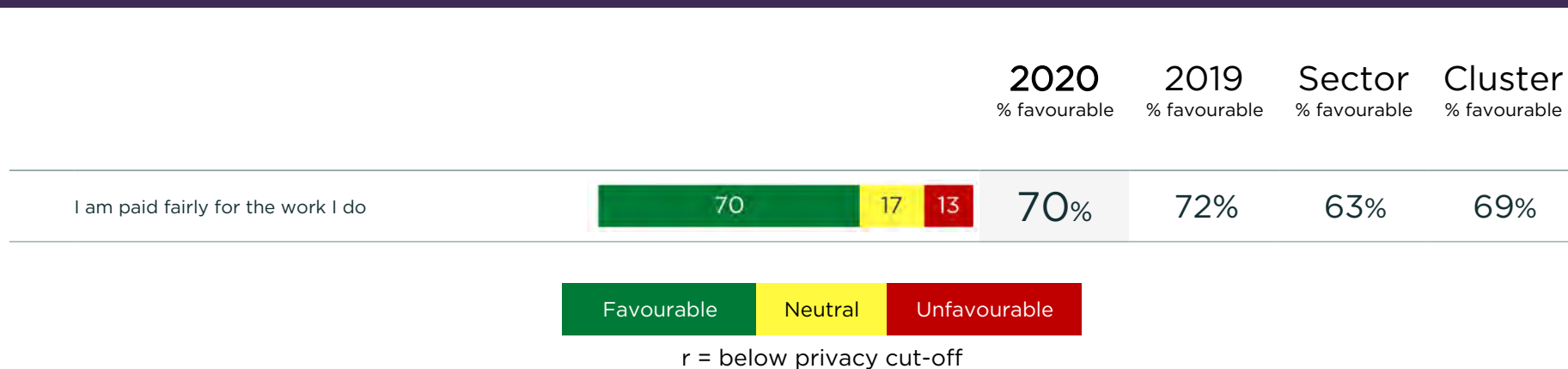
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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

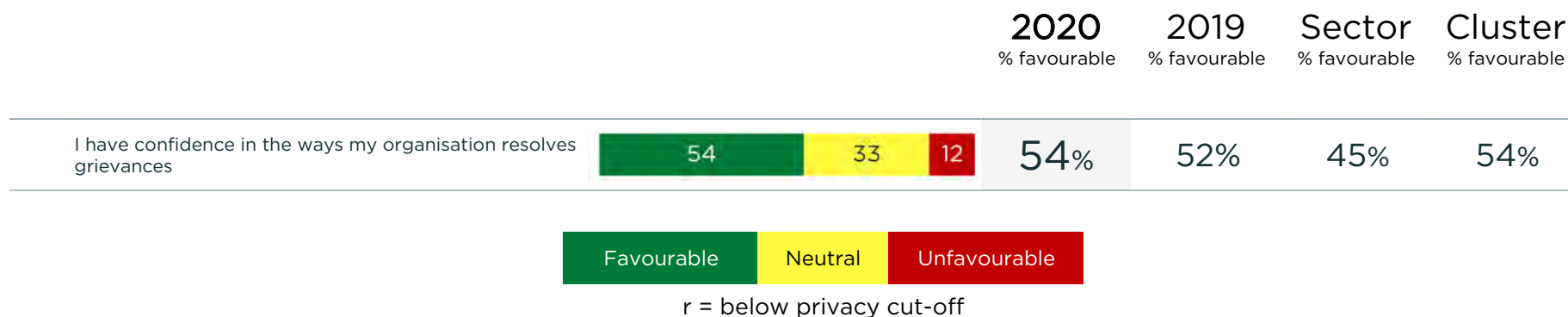
		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Customer service (total score)		76%	83%	74%	77%
I can make the decisions needed to help customers		76%	-	81%	75%
My workgroup strives to achieve customer satisfaction		92%	90%	85%	91%
Senior managers communicate the importance of customers in our work		80%	76%	70%	80%
The processes in my organisation are designed to provide the best experience for customers		57%	-	58%	56%
My organisation meets the needs of the people of NSW		63%	-	69%	72%
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)		87%	-	81%	87%



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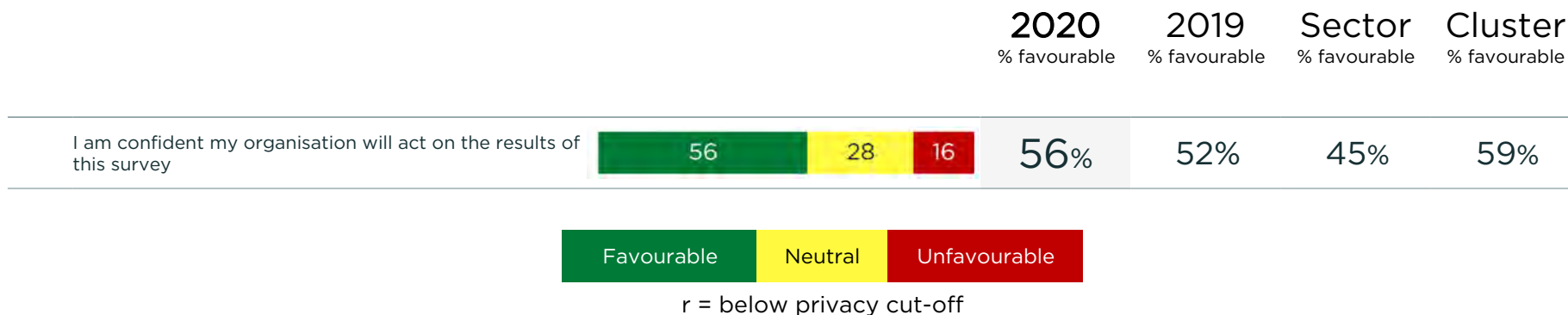


A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.



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	2%	-	2%	2%
No	95%	-	95%	95%
Don't know	3%	-	3%	3%
In the last 12 months, have you been aware of any misconduct in your organisation?				
Yes	20%	16%	16%	11%
No	68%	66%	75%	80%
Don't know	12%	18%	8%	9%
Have you reported any of the misconduct you were aware of in the last 12 months?*				
Yes	25%	61%	58%	28%
No	75%	34%	42%	72%

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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	11%	18%	22%	11%
No	86%	72%	72%	85%
Don't know	3%	10%	6%	4%
In the last 12 months, have you been bullied at work?				
Yes	7%	9%	14%	8%
No	89%	84%	81%	89%
Don't know	3%	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	27%	-	28%	30%
Your immediate manager / supervisor	29%	-	31%	31%
Another manager	18%	-	16%	17%
A fellow worker at your level	23%	-	34%	25%
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	14%	-	11%	13%

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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	r	-	4%	-
Prefer not to say	r	-	2%	-
No	99%	-	94%	98%
In the last 12 months, have you been threatened with physical harm or physically harmed at work?				
Yes	r	-	6%	-
No	r	-	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
I am confident my organisation will act on the results of this survey	Action on survey results
Change is managed well in my organisation	Communication and change management
My organisation is making improvements to meet future challenges	Risk and innovation
Senior managers provide clear direction for the future of the organisation	Senior managers
My organisation meets the needs of the people of NSW	Customer service

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	Care	Customer & Community	Digital & Technology	Organisational Performance	People & Workplace	Personal Injury	Prevention & Underwriting	Strategy & Governance
EMPLOYEE ENGAGEMENT	62%	56%^	58%	67%	64%	69%+	62%	69%+	58%^
WELLBEING, HEALTH AND SAFETY	81%	77%^	83%	85%	81%	85%	79%	87%+	80%
SENIOR MANAGERS	61%	46%^	58%	64%	67%+	79%+	59%	72%+	59%
COMMUNICATION AND CHANGE MANAGEMENT	66%	57%^	59%^	72%+	69%	75%+	63%	77%+	64%
INCLUSION AND DIVERSITY	80%	69%^	79%	85%+	79%	89%+	79%	88%+	84%
ROLE CLARITY AND SUPPORT	70%	65%^	69%	75%	70%	77%+	66%	80%+	66%
AUTONOMY AND EMPLOYEE VOICE	78%	71%^	77%	80%	78%	86%+	76%	86%+	78%
LEARNING AND DEVELOPMENT	55%	49%^	44%^	54%	56%	71%+	56%	66%+	47%^
TEAMWORK AND COLLABORATION	74%	69%^	64%^	78%	76%	82%+	72%	81%+	73%

+ 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	33	Yes	3	Service delivery involving direct contact with the public	19
Female	56	No	91	Other service delivery work	13
Non-binary	(r)	Prefer not to say	6	Administrative support	9
Prefer not to say	(r)			Corporate services	25
		Employment status		Policy	3
Age		Senior executive	4	Research	(r)
15 - 34 years	22	Ongoing / permanent	76	Program and project management support	8
35 - 54 years	53	Temporary	2	Legal	(r)
55+ years	9	Casual	(r)	Other	21
Prefer not to say	17	Contract-non-executive	11		
		Labour hire	4		
LOTE spoken at home		Other	(r)	Organisation tenure	
Yes	25	Don't know	(r)	Less than 1 year	18
No	65			1 year to less than 2 years	21
Prefer not to say	10			2 years to less than 5 years	42
		Working arrangement		5 years to less than 10 years	14
Aboriginal and/or Torres Strait Islander		Full-time	92	10 years to less than 20 years	(r)
Yes	(r)	Part-time	8	More than 20 years	(r)
No	94	Frontline / Non-frontline staff			
Prefer not to say	(r)	Frontline	19	Salary	
		Non-frontline	81	\$85,743 and below	14
Disability				\$85,744 - \$111,076	23
Yes	4			\$111,077 - \$148,578	21
No	90			\$148,579 and above	25
Prefer not to say	6			Prefer not to say	18

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	62%	65%	63%	(r)	(r)	59%	63%	69%+	66%	63%	67%+
WELLBEING, HEALTH AND SAFETY	81%	84%	83%	(r)	(r)	74%^	78%	85%	84%	84%	86%+
SENIOR MANAGERS	61%	67%+	60%	(r)	(r)	53%^	61%	70%+	65%+	63%	66%+
COMMUNICATION AND CHANGE MANAGEMENT	66%	71%+	66%	(r)	(r)	64%	67%	74%+	70%	68%	69%
INCLUSION AND DIVERSITY	80%	87%+	80%	(r)	(r)	78%	83%	85%+	83%	83%	84%
ROLE CLARITY AND SUPPORT	70%	72%	73%	(r)	(r)	64%^	66%	77%+	75%+	74%	71%
AUTONOMY AND EMPLOYEE VOICE	78%	81%	79%	(r)	(r)	78%	81%	83%+	82%	80%	81%
LEARNING AND DEVELOPMENT	55%	59%+	56%	(r)	(r)	46%^	57%	62%+	62%+	59%	52%
TEAMWORK AND COLLABORATION	74%	79%+	74%	(r)	(r)	72%	71%	79%+	77%	77%	78%

+ 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	62%	61%	61%	70%+	63%	(r)	(r)	58%	(r)	62%
WELLBEING, HEALTH AND SAFETY	81%	78%	81%	87%+	83%	(r)	(r)	84%	(r)	82%
SENIOR MANAGERS	61%	56%^	61%	69%+	65%	(r)	(r)	58%	(r)	59%
COMMUNICATION AND CHANGE MANAGEMENT	66%	64%	66%	74%+	69%	(r)	(r)	63%	(r)	65%
INCLUSION AND DIVERSITY	80%	78%	82%	84%	83%	(r)	(r)	82%	(r)	79%
ROLE CLARITY AND SUPPORT	70%	69%	71%	80%+	72%	(r)	(r)	71%	(r)	70%
AUTONOMY AND EMPLOYEE VOICE	78%	77%	78%	83%+	79%	(r)	(r)	81%	(r)	78%
LEARNING AND DEVELOPMENT	55%	56%	55%	69%+	54%	(r)	(r)	48%^	(r)	54%
TEAMWORK AND COLLABORATION	74%	74%	77%	80%+	75%	(r)	(r)	72%	(r)	74%

+ 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	62%	68%+	66%	62%	56%^	(r)	(r)
WELLBEING, HEALTH AND SAFETY	81%	85%	84%	83%	77%^	(r)	(r)
SENIOR MANAGERS	61%	72%+	66%+	59%	54%^	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	66%	74%+	72%+	64%	63%	(r)	(r)
INCLUSION AND DIVERSITY	80%	84%	83%	83%	75%^	(r)	(r)
ROLE CLARITY AND SUPPORT	70%	76%+	75%+	71%	64%^	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	78%	84%+	82%+	78%	74%	(r)	(r)
LEARNING AND DEVELOPMENT	55%	63%+	61%+	54%	49%^	(r)	(r)
TEAMWORK AND COLLABORATION	74%	78%	78%	75%	70%^	(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	62%	61%	72%+	(r)	69%+	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	81%	82%	87%+	(r)	88%+	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	60%	71%+	(r)	66%+	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	66%	65%	78%+	(r)	71%	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	80%	81%	84%	(r)	85%+	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	70%	70%	79%+	(r)	78%+	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	78%	78%	86%+	(r)	77%	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	55%	53%	68%+	(r)	63%+	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	74%	74%	83%+	(r)	79%	(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	62%	74%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	81%	84%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	81%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	66%	82%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	80%	91%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	70%	79%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	78%	90%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	55%	74%+	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	74%	85%+	(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.