



**2020** | NSW Public Sector  
Employee Survey

Agency Report

Information and Privacy Commission

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

## NSW public sector

- Separate Agencies
  - Information and Privacy Commission

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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

**72%**

21 OF 29 RESPONDENTS

Compared to 2019: 75%

## Employee engagement

**75%** 

### Compared to

2019 +1 (74%)

Sector +8 (67%)

## Job satisfaction

**85%**

### Compared to

2019 -2 (86%)

Sector +15 (70%)

## Wellbeing, health and safety

**90%**

### Compared to

2019 +6 (85%)

Sector +15 (76%)

## Senior managers

**91%**

### Compared to

2019 +4 (87%)

Sector +33 (58%)

## Communication and change management

**90%**

### Compared to

2019 +9 (81%)

Sector +29 (62%)

## Inclusion and diversity

**95%** 

### Compared to

2019 +6 (90%)

Sector +21 (74%)

## Flexible working satisfaction

**85%**

### Compared to

2019 +14 (71%)

Sector +18 (67%)

## Role clarity and support

**87%**

### Compared to

2019 +9 (78%)

Sector +21 (66%)

## Autonomy and employee voice

**94%** 

### Compared to

2019 +7 (87%)

Sector +23 (71%)

## Feedback and performance management

**87%**

### Compared to

2019 +22 (65%)

Sector +24 (63%)

## Learning and development

**72%** 

### Compared to

2019 -7 (79%)

Sector +18 (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

**84%**

### Compared to

2019 +5 (79%)

Sector +39 (45%)

## Teamwork and collaboration

**94%**

### Compared to

2019 +6 (89%)

Sector +25 (69%)

## Risk and innovation

**94%**

### Compared to

2019 +4 (90%)

Sector +19 (75%)

## Decision making and accountability

**90%**

### Compared to

2019 +2 (88%)

Sector +30 (60%)

## Customer service

**98% \***

### Compared to

2019 +13 (86%)

Sector +24 (74%)

## Pay

**86%**

### Compared to

2019 +3 (82%)

Sector +23 (63%)

## Grievance processes

**78%**

### Compared to

2019 +7 (71%)

Sector +33 (45%)

## Action on survey results

**78% !**

### Compared to

2019 +7 (71%)

Sector +33 (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
My manager appropriately deals with employees who perform poorly	<b>76%</b>	44%	+32%
In the last 12 months, I have received feedback to help me improve my work	<b>90%</b>	67%	+24%
My performance is assessed against clear criteria	<b>90%</b>	67%	+24%
Change is managed well in my organisation	<b>79%</b>	59%	+20%
My manager supports flexible working in my team	<b>90%</b>	71%	+19%

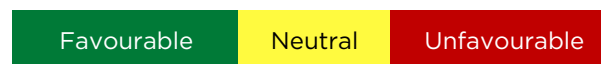
## Target specific areas and get tips for taking action



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>75%</b>	74%	67%
I would recommend my organisation as a great place to work		89%	76%	68%
I am proud to tell others I work for my organisation		95%	88%	74%
I feel a strong personal attachment to my organisation		58%	71%	66%
My organisation motivates me to help it achieve its goals		95%	82%	59%
My organisation inspires me to do the best in my job		84%	76%	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
<b>Wellbeing, health and safety (total score)</b>		<b>90%</b>	85%	76%
I can keep my work stress at an acceptable level		86%	78%	63%
I know how to address a health and safety issue I have found		95%	89%	87%
In general, my sense of wellbeing is...		95%	83%	65%
I am confident that I am contributing my best at work		86%	89%	80%
There are people at work who care about me		90%	-	82%









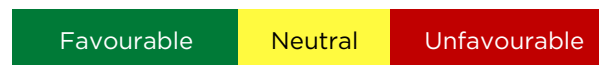
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# Senior managers

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
<b>Senior managers (total score)</b>		<b>91%</b>	87%	58%
Senior managers provide clear direction for the future of the organisation		90%	88%	53%
Senior managers model the values of my organisation		95%	88%	58%
Senior managers promote collaboration between my organisation and other organisations we work with		90%	94%	56%
Senior managers communicate the importance of customers in our work		100%	82%	70%
Senior managers keep employees informed about what's going on		86%	88%	57%
Senior managers listen to employees		86%	76%	49%
Senior managers support the career advancement of women		90%	94%	64%








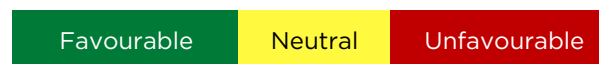
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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

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>90%</b>	81%	62%
My manager communicates effectively with me		95%	88%	75%
Senior managers provide clear direction for the future of the organisation		90%	88%	53%
Senior managers keep employees informed about what's going on		86%	88%	57%
Change is managed well in my organisation		79%	59%	41%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		100%	-	83%

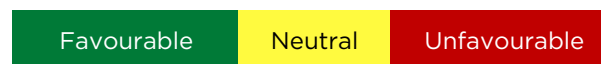


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

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

		2020 % favourable	2019 % favourable	Sector % favourable
<b>Inclusion and diversity (total score)</b>		<b>95%</b>	90%	74%
People in my workgroup treat each other with respect		100%	89%	80%
Senior managers support the career advancement of women		90%	94%	64%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		95%	88%	79%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		100%	88%	79%
I can speak up and share a different view to others in my organisation		90%	88%	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
<b>Flexible working satisfaction (total score)</b>		<b>85%</b>	71%	67%
How satisfied are you with your ability to access and use flexible working arrangements?		80%	71%	65%
My manager supports flexible working in my team		90%	71%	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	65%	31%
Working more hours over fewer days	r	-
Working additional hours to make up for time off	r	-
Flexible scheduling for rostered workers	r	-
Part-time work	r	-
Job sharing	r	-
Working from different locations	r	-

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Type of flexible working	2020 % respondents	2019 % respondents
Working from home	90%	38%
Purchasing annual leave	r	-
Leave without pay	r	-
Study leave	r	-
Other	r	-
None of the above	r	-



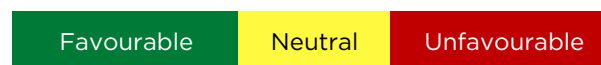
# Role clarity and support

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>87%</b>	78%	66%
I understand what is expected of me to do well in my role		90%	89%	84%
I am provided with the support I need to do my job well		86%	78%	65%
I have the tools and technology to do my job well		90%	-	71%
I have the time to do my job well		76%	-	57%
My performance is assessed against clear criteria		90%	67%	55%
I have received the training and development I need to do my job well		86%	78%	62%



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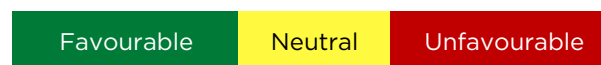
# Autonomy and employee voice

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.](#)

		2020 % favourable	2019 % favourable	Sector % favourable
<b>Autonomy and employee voice (total score)</b>		<b>94%</b>	87%	71%
I can make the decisions needed to help customers		90%	-	81%
My manager listens to what I have to say		100%	94%	79%
My manager encourages and values employee input		95%	88%	76%
My manager involves my workgroup in decisions about our work		100%	88%	71%
Senior managers listen to employees		86%	76%	49%
I can speak up and share a different view to others in my organisation		90%	88%	69%







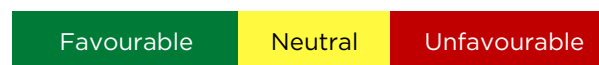
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# Feedback and performance management

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
<b>Feedback and performance management (total score)</b>		<b>87%</b>	65%	63%
In the last 12 months, I have received feedback to help me improve my work		90%	67%	65%
My performance is assessed against clear criteria		90%	67%	55%
My manager provides recognition for the work I do		90%	81%	72%
My manager encourages me to learn from my mistakes		86%	-	72%
My manager appropriately deals with employees who perform poorly		76%	44%	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	86%	61%	72%
No	14%	39%	28%
I have informal feedback conversations with my manager			
Yes	95%	89%	79%
No	5%	11%	21%
I have scheduled feedback conversations with my manager			
Yes	86%	78%	63%
No	14%	22%	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
<b>Learning and development (total score)</b>		<b>72%</b>	79%	54%
I have received the training and development I need to do my job well		86%	78%	62%
I am satisfied with the opportunities available for career development in my organisation		57%	72%	48%
My organisation is committed to developing its employees		74%	88%	54%

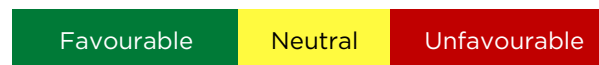


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

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

		2020 % favourable	2019 % favourable	Sector % favourable
<b>Recruitment (total score)</b>		<b>84%</b>	79%	45%
I have confidence in the way recruitment decisions are made		79%	76%	38%
My organisation generally selects capable people to do the job		89%	82%	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	52%	39%	40%
No	48%	61%	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	r	-	32%
Lack of promotion opportunities	69%	41%	31%
Lack of support from my manager / supervisor	r	-	12%
Geographic location considerations	r	-	27%
Personal / family considerations	r	-	30%
Insufficient training and development	r	-	16%
Lack of required capabilities or experience	r	-	13%
Lack of support for temporary assignments / secondments	r	-	16%
The application / recruitment process is too cumbersome or time consuming	r	-	24%
Other	r	-	10%
There are no major barriers to my career progression	r	-	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	r	-	6%
1 year to less than 2 years	r	-	8%
2 years to less than 5 years	r	-	20%
5 years to less than 10 years	r	-	25%
10 years to less than 20 years	r	-	24%
More than 20 years	r	-	17%

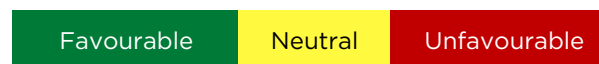
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# Teamwork and collaboration

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
<b>Teamwork and collaboration (total score)</b>		<b>94%</b>	89%	69%
My workgroup works collaboratively to achieve its goals		100%	89%	78%
There is good team spirit in my workgroup		95%	89%	74%
People in my workgroup treat each other with respect		100%	89%	80%
Senior managers promote collaboration between my organisation and other organisations we work with		90%	94%	56%
There is good co-operation between teams across my organisation		84%	82%	54%



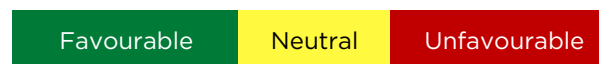
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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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.



		2020 % favourable	2019 % favourable	Sector % favourable
<b>Risk and innovation (total score)</b>		<b>94%</b>	90%	75%
I am comfortable notifying my manager if I become aware of any risks at work		100%	89%	88%
My manager encourages people in my workgroup to keep improving the work they do		95%	94%	75%
My manager encourages me to learn from my mistakes		86%	-	72%
My organisation is making improvements to meet future challenges		95%	88%	62%

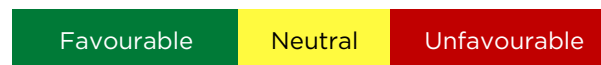


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# Decision making and accountability

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>90%</b>	88%	60%
I have confidence in the decisions my manager makes		95%	94%	72%
People in my organisation take responsibility for their own actions		84%	82%	48%

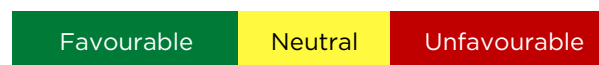


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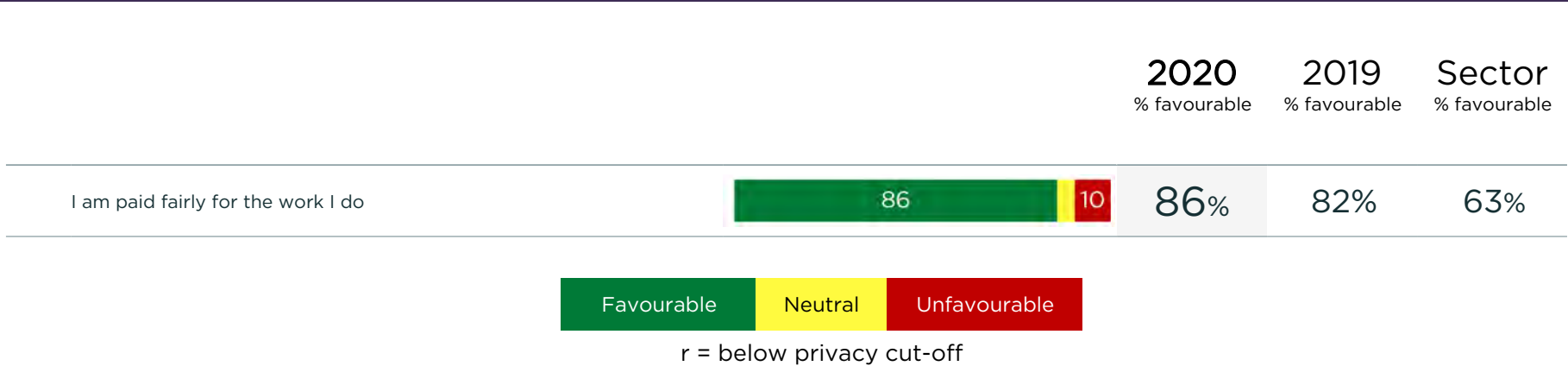
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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
<b>Customer service (total score)</b>		<b>98%</b>	86%	74%
I can make the decisions needed to help customers		90%	-	81%
My workgroup strives to achieve customer satisfaction		100%	89%	85%
Senior managers communicate the importance of customers in our work		100%	82%	70%
The processes in my organisation are designed to provide the best experience for customers		100%	-	58%
My organisation meets the needs of the people of NSW		100%	-	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)		100%	-	81%

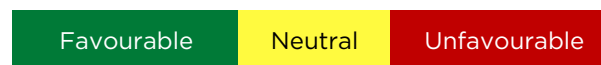


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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		2020 % favourable	2019 % favourable	Sector % favourable
I have confidence in the ways my organisation resolves grievances		78%	71%	45%

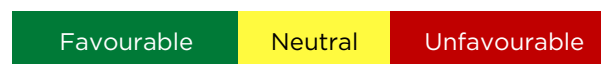


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# Action on survey results

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		78%	71%	45%



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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 satisfied with my job	Job satisfaction
Senior managers provide clear direction for the future of the organisation	Senior managers
I can speak up and share a different view to others in my organisation	Inclusion and diversity
I can make the decisions needed to help customers	Autonomy and employee voice
There are people at work who care about me	Wellbeing, health and safety

**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.