



2020 | NSW Public Sector
Employee Survey

Agency Report

Parliamentary Counsel's Office

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

NSW public sector

- ▶ Premier and Cabinet
 - ▶ Parliamentary Counsel's Office

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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

88%

45 OF 51 RESPONDENTS

Compared to 2019: 94%

Employee engagement

64%

Compared to

2019 -5 (69%)

Sector -3 (67%)

Cluster -6 (70%)

Job satisfaction

61%

Compared to

2019 -4 (65%)

Sector -9 (70%)

Cluster -10 (71%)

Wellbeing, health and safety

70%

Compared to

2019 0 (70%)

Sector -6 (76%)

Cluster -6 (76%)

Senior managers

59%

Compared to

2019 -6 (65%)

Sector +1 (58%)

Cluster -2 (60%)

Communication and change management

58%

Compared to

2019 +3 (54%)

Sector -4 (62%)

Cluster -5 (63%)

Inclusion and diversity

73% *

Compared to

2019 0 (73%)

Sector -2 (74%)

Cluster -3 (76%)

Flexible working satisfaction

66%

Compared to

2019 -1 (67%)

Sector -1 (67%)

Cluster -16 (82%)

Role clarity and support

63%

Compared to

2019 -14 (77%)

Sector -3 (66%)

Cluster -4 (67%)

Autonomy and employee voice

67%

Compared to

2019 +2 (66%)

Sector -3 (71%)

Cluster -5 (73%)

Feedback and performance management

66%

Compared to

2019 +4 (62%)

Sector +3 (63%)

Cluster +1 (65%)

Learning and development

55% !

Compared to

2019 -10 (65%)

Sector 0 (54%)

Cluster +4 (51%)

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

60%

Compared to

2019	+3 (57%)
Sector	+15 (45%)
Cluster	+6 (54%)

Teamwork and collaboration

72%

Compared to

2019	-7 (80%)
Sector	+4 (69%)
Cluster	+1 (72%)

Risk and innovation

72%

Compared to

2019	-8 (80%)
Sector	-3 (75%)
Cluster	-5 (77%)

Decision making and accountability

67%

Compared to

2019	+13 (54%)
Sector	+7 (60%)
Cluster	+4 (64%)

Customer service

78% *

Compared to

2019	-3 (81%)
Sector	+4 (74%)
Cluster	+3 (75%)

Pay

73% *

Compared to

2019	-9 (83%)
Sector	+11 (63%)
Cluster	+5 (68%)

Grievance processes

48% !

Compared to

2019	+4 (44%)
Sector	+3 (45%)
Cluster	+4 (44%)

Action on survey results

55% !

Compared to

2019	-20 (75%)
Sector	+9 (45%)
Cluster	+5 (50%)

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?

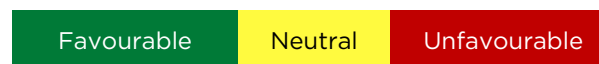
	2020 % favourable	2019 % favourable	Change
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	78%	64%	+14%
I have confidence in the decisions my manager makes	73%	60%	+13%
People in my organisation take responsibility for their own actions	61%	49%	+12%
My manager provides recognition for the work I do	73%	62%	+11%
I know how to address a health and safety issue I have found	76%	67%	+9%

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)		64%	69%	67%	70%
I would recommend my organisation as a great place to work		60%	64%	68%	69%
I am proud to tell others I work for my organisation		67%	77%	74%	80%
I feel a strong personal attachment to my organisation		47%	55%	66%	70%
My organisation motivates me to help it achieve its goals		58%	64%	59%	64%
My organisation inspires me to do the best in my job		62%	57%	59%	65%

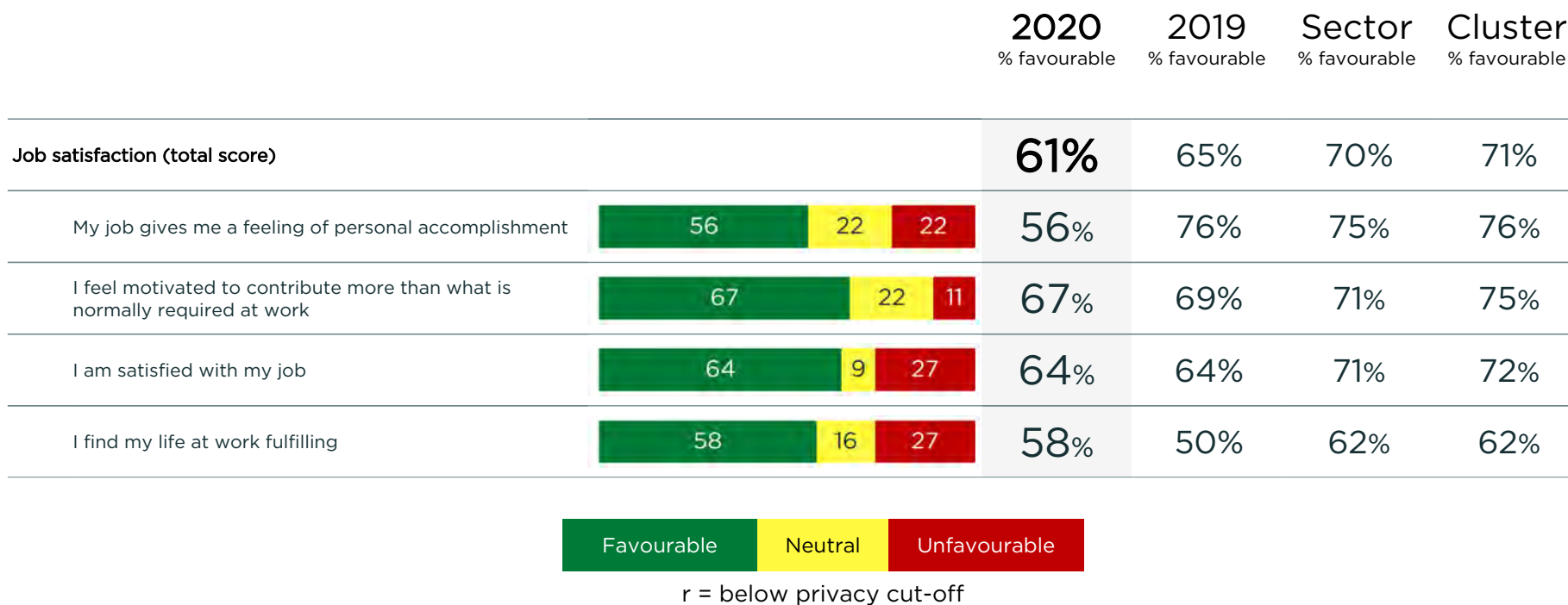


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Job satisfaction

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

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



Wellbeing, health and safety

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

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

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Wellbeing, health and safety (total score)		70%	70%	76%	76%
I can keep my work stress at an acceptable level	<div><div>62</div><div>13</div><div>24</div></div>	62%	60%	63%	65%
I know how to address a health and safety issue I have found	<div><div>76</div><div>18</div><div>7</div></div>	76%	67%	87%	86%
In general, my sense of wellbeing is...	<div><div>56</div><div>29</div><div>16</div></div>	56%	67%	65%	65%
I am confident that I am contributing my best at work	<div><div>73</div><div>18</div><div>9</div></div>	73%	85%	80%	79%
There are people at work who care about me	<div><div>82</div><div>9</div><div>9</div></div>	82%	-	82%	85%



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Senior managers

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

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

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Senior managers (total score)		59%	65%	58%	60%
Senior managers provide clear direction for the future of the organisation	<div><div>51</div><div>13</div><div>36</div></div>	51%	56%	53%	54%
Senior managers model the values of my organisation	<div><div>53</div><div>13</div><div>33</div></div>	53%	64%	58%	60%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>67</div><div>18</div><div>16</div></div>	67%	73%	56%	60%
Senior managers communicate the importance of customers in our work	<div><div>69</div><div>22</div><div>9</div></div>	69%	69%	70%	70%
Senior managers keep employees informed about what's going on	<div><div>47</div><div>13</div><div>40</div></div>	47%	56%	57%	59%
Senior managers listen to employees	<div><div>51</div><div>16</div><div>33</div></div>	51%	53%	49%	51%
Senior managers support the career advancement of women	<div><div>73</div><div>20</div><div>7</div></div>	73%	82%	64%	67%








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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)		58%	54%	62%	63%
My manager communicates effectively with me		76%	71%	75%	76%
Senior managers provide clear direction for the future of the organisation		51%	56%	53%	54%
Senior managers keep employees informed about what's going on		47%	56%	57%	59%
Change is managed well in my organisation		36%	36%	41%	41%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		80%	-	83%	83%

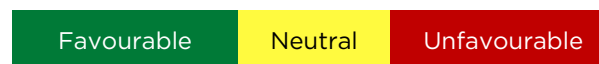


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

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

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Inclusion and diversity (total score)		73%	73%	74%	76%
People in my workgroup treat each other with respect		84%	93%	80%	84%
Senior managers support the career advancement of women		73%	82%	64%	67%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		73%	73%	79%	79%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		78%	64%	79%	80%
I can speak up and share a different view to others in my organisation		56%	52%	69%	69%





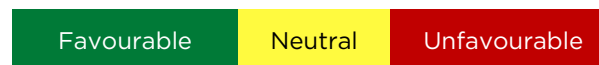
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Flexible working satisfaction

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	Cluster % favourable
Flexible working satisfaction (total score)		66%	67%	67%	82%
How satisfied are you with your ability to access and use flexible working arrangements?		67%	64%	65%	81%
My manager supports flexible working in my team		64%	70%	68%	83%



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Flexible working use

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

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

Type of flexible working	2020 % respondents	2019 % respondents
Flexible start and finish times	77%	83%
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	84%	65%
Purchasing annual leave	r	-
Leave without pay	r	-
Study leave	r	-
Other	r	-
None of the above	r	-

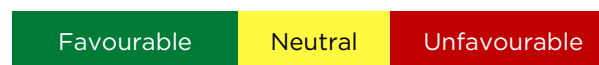
Role clarity and support

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	Cluster % favourable
Role clarity and support (total score)		63%	77%	66%	67%
I understand what is expected of me to do well in my role		67%	91%	84%	83%
I am provided with the support I need to do my job well		60%	71%	65%	67%
I have the tools and technology to do my job well		87%	-	71%	75%
I have the time to do my job well		51%	-	57%	62%
My performance is assessed against clear criteria		58%	70%	55%	58%
I have received the training and development I need to do my job well		56%	74%	62%	59%









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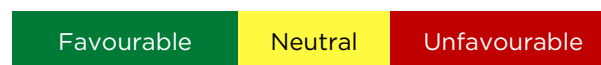
Autonomy and employee voice

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)		67%	66%	71%	73%
I can make the decisions needed to help customers		82%	-	81%	78%
My manager listens to what I have to say		76%	73%	79%	83%
My manager encourages and values employee input		73%	71%	76%	80%
My manager involves my workgroup in decisions about our work		67%	78%	71%	75%
Senior managers listen to employees		51%	53%	49%	51%
I can speak up and share a different view to others in my organisation		56%	52%	69%	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	Cluster % favourable
Feedback and performance management (total score)		66%	62%	63%	65%
In the last 12 months, I have received feedback to help me improve my work		76%	72%	65%	69%
My performance is assessed against clear criteria		58%	70%	55%	58%
My manager provides recognition for the work I do		73%	62%	72%	78%
My manager encourages me to learn from my mistakes		73%	-	72%	74%
My manager appropriately deals with employees who perform poorly		48%	44%	49%	46%



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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	60%	67%	72%	73%
No	40%	33%	28%	27%
I have informal feedback conversations with my manager				
Yes	82%	78%	79%	84%
No	18%	22%	21%	16%
I have scheduled feedback conversations with my manager				
Yes	67%	63%	63%	70%
No	33%	37%	37%	30%

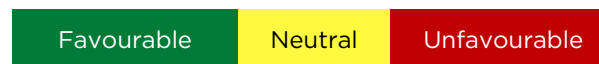
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Learning and development

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

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



		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
Learning and development (total score)		55%	65%	54%	51%
I have received the training and development I need to do my job well	<div><div>56</div><div>24</div><div>20</div></div>	56%	74%	62%	59%
I am satisfied with the opportunities available for career development in my organisation	<div><div>53</div><div>18</div><div>29</div></div>	53%	52%	48%	41%
My organisation is committed to developing its employees	<div><div>56</div><div>22</div><div>22</div></div>	56%	69%	54%	51%

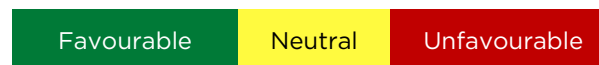


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

[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)		60%	57%	45%	54%
I have confidence in the way recruitment decisions are made		49%	44%	38%	45%
My organisation generally selects capable people to do the job		71%	70%	52%	62%



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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%	37%	40%	39%
No	69%	63%	60%	61%

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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%	36%	32%	41%
Lack of promotion opportunities	r	-	31%	-
Lack of support from my manager / supervisor	r	-	12%	-
Geographic location considerations	r	-	27%	-
Personal / family considerations	24%	18%	30%	23%
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	41%	34%	26%	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	Cluster % 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	32%	18%	25%	26%
10 years to less than 20 years	r	-	24%	-
More than 20 years	r	-	17%	-

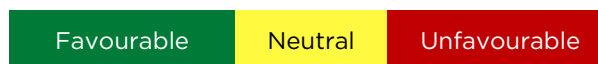
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Teamwork and collaboration

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	Cluster % favourable
Teamwork and collaboration (total score)		72%	80%	69%	72%
My workgroup works collaboratively to achieve its goals		84%	91%	78%	82%
There is good team spirit in my workgroup		71%	76%	74%	77%
People in my workgroup treat each other with respect		84%	93%	80%	84%
Senior managers promote collaboration between my organisation and other organisations we work with		67%	73%	56%	60%
There is good co-operation between teams across my organisation		56%	64%	54%	54%

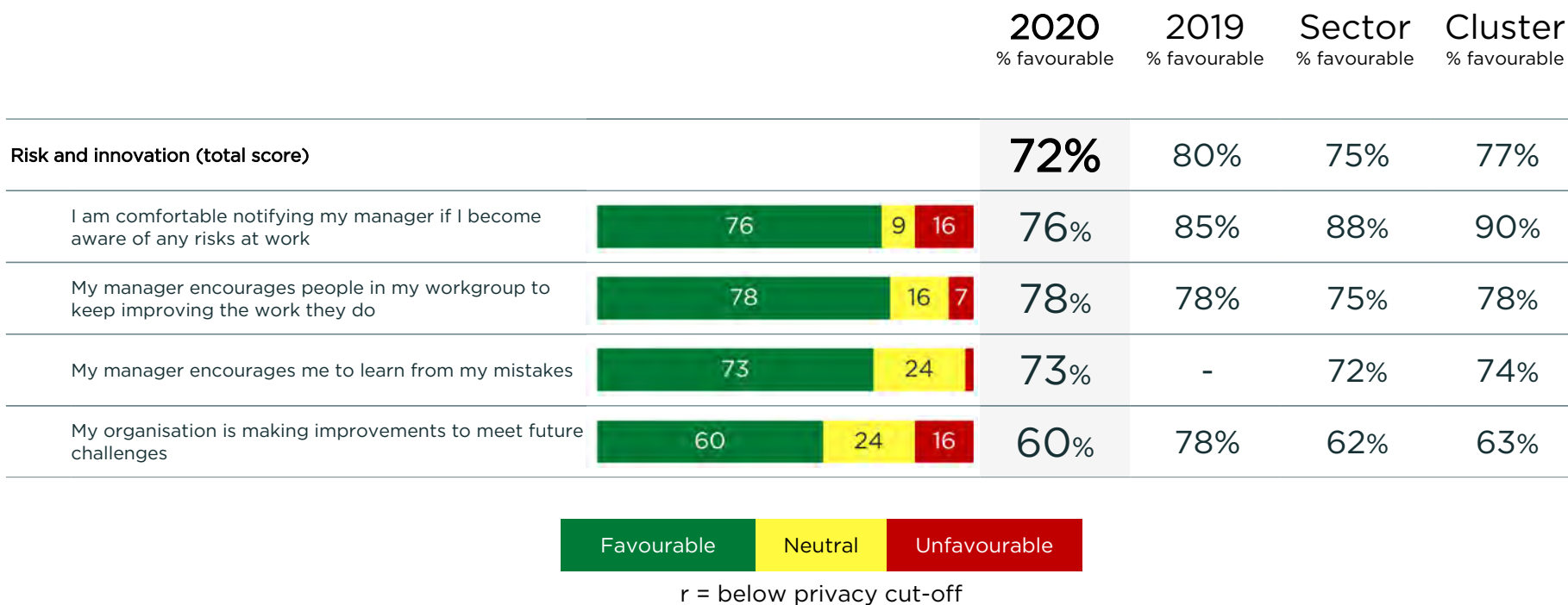


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.



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

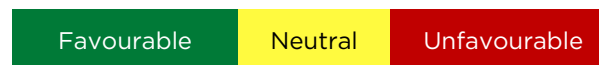
A healthy risk appetite can help foster innovation.



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	Cluster % favourable
Decision making and accountability (total score)		67%	54%	60%	64%
I have confidence in the decisions my manager makes		73%	60%	72%	76%
People in my organisation take responsibility for their own actions		61%	49%	48%	52%

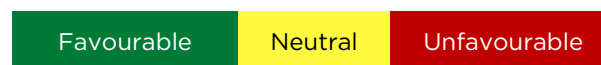


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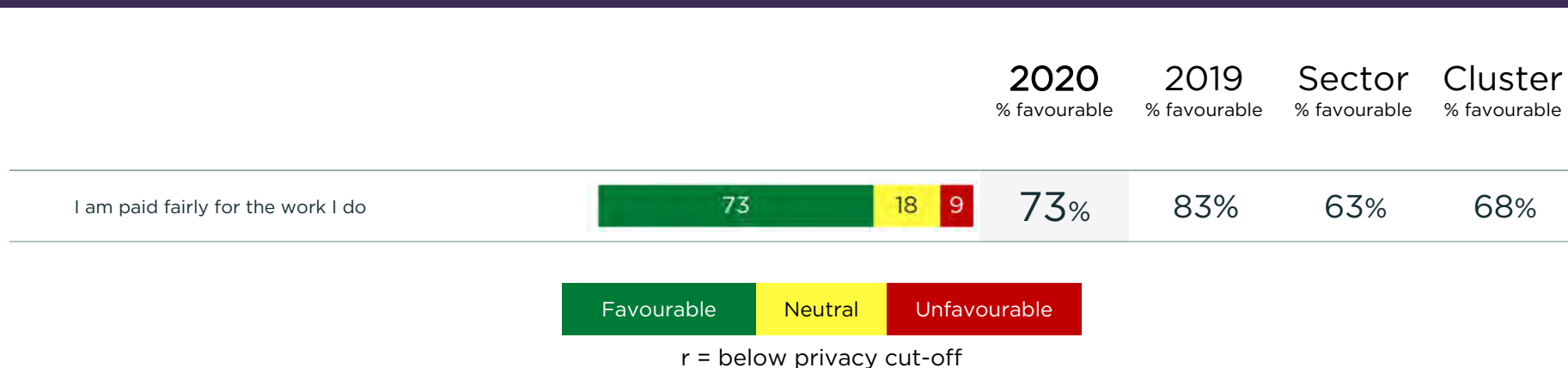
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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	Cluster % favourable
Customer service (total score)		78%	81%	74%	75%
I can make the decisions needed to help customers	<div><div>82</div><div>13</div><div></div></div>	82%	-	81%	78%
My workgroup strives to achieve customer satisfaction	<div><div>89</div><div>11</div><div></div></div>	89%	93%	85%	90%
Senior managers communicate the importance of customers in our work	<div><div>69</div><div>22</div><div>9</div></div>	69%	69%	70%	70%
The processes in my organisation are designed to provide the best experience for customers	<div><div>64</div><div>22</div><div>13</div></div>	64%	-	58%	60%
My organisation meets the needs of the people of NSW	<div><div>80</div><div>13</div><div>7</div></div>	80%	-	69%	71%
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)	<div><div>84</div><div>9</div><div>7</div></div>	84%	-	81%	83%

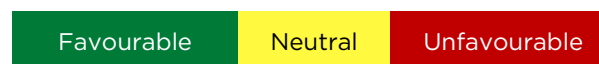


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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

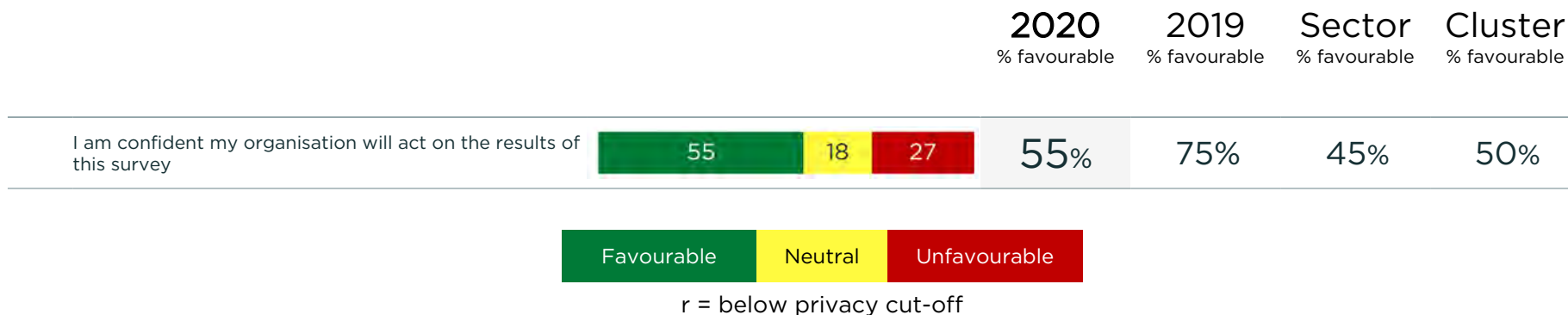
		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable
I have confidence in the ways my organisation resolves grievances	<div> <div>48</div> <div>25</div> <div>27</div> </div>	48%	44%	45%	44%






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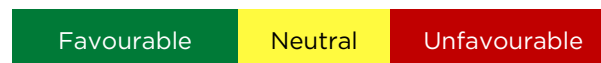
Action on survey results

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.



Premier and Cabinet questions

		2020 % favourable	2019 % favourable	Cluster % favourable
My direct manager actively supports a diverse and inclusive work environment		76%	83%	85%
I feel a sense of belonging in my immediate team		80%	76%	82%
I have been able to meet my work commitments and family responsibilities while working remotely		76%	-	85%



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Premier and Cabinet questions

2020 **Cluster**
% respondents % respondents

Due to the increase in flexible and agile working would you say that your immediate team is able to work more efficiently (i.e. get more done per hour)		
Yes	37%	43%
No	10%	8%
It's about the same	46%	40%
N/A	7%	8%
Have you continued to deliver on the outcomes as outlined in your current agreed goals and objectives, in your performance agreement or team/branch business plan?		
Yes	76%	80%
No	0%	3%
Don't know	15%	11%
N/A	10%	7%

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2020 Cluster
% respondents % respondents

In general my sense of resilience is ...		
0 - Not at all satisfactory	3%	1%
1	0%	0%
2	3%	1%
3	0%	2%
4	3%	2%
5	10%	6%

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	2020 % respondents	Cluster % respondents
In general my sense of resilience is ...		
6	3%	8%
7	28%	23%
8	23%	30%
9	15%	16%
10 - Completely satisfactory	15%	13%

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2020 Cluster
% respondents % respondents

Thinking about your immediate team, what is your day to day workload like compared with prior to COVID-19		
It has increased due to additional or changed tasks	53%	44%
It has reduced because many of our tasks are on hold due to COVID-19	0%	7%
It has remained about the same	35%	34%
It has remained about the same but what we are working on has changed	13%	15%

r = below privacy cut-off

Explore how to drive engagement

Key drivers of employee engagement

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

Improving these areas could help boost employee engagement.

Key driver question	Topic
I am satisfied with my job	Job satisfaction
Senior managers provide clear direction for the future of the organisation	Senior managers
My job gives me a feeling of personal accomplishment	Job satisfaction
I am provided with the support I need to do my job well	Role clarity and support
Senior managers model the values of my organisation	Senior managers

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.