



**2021** | NSW Public Sector  
Employee Survey

## **Agency Report**

# Health Infrastructure

**Survey period:** 23 August to 17 September 2021

**Completed surveys:** 265

**Response rate:** >100%

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

### NSW public sector

- Health
  - Health Infrastructure

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## High level results

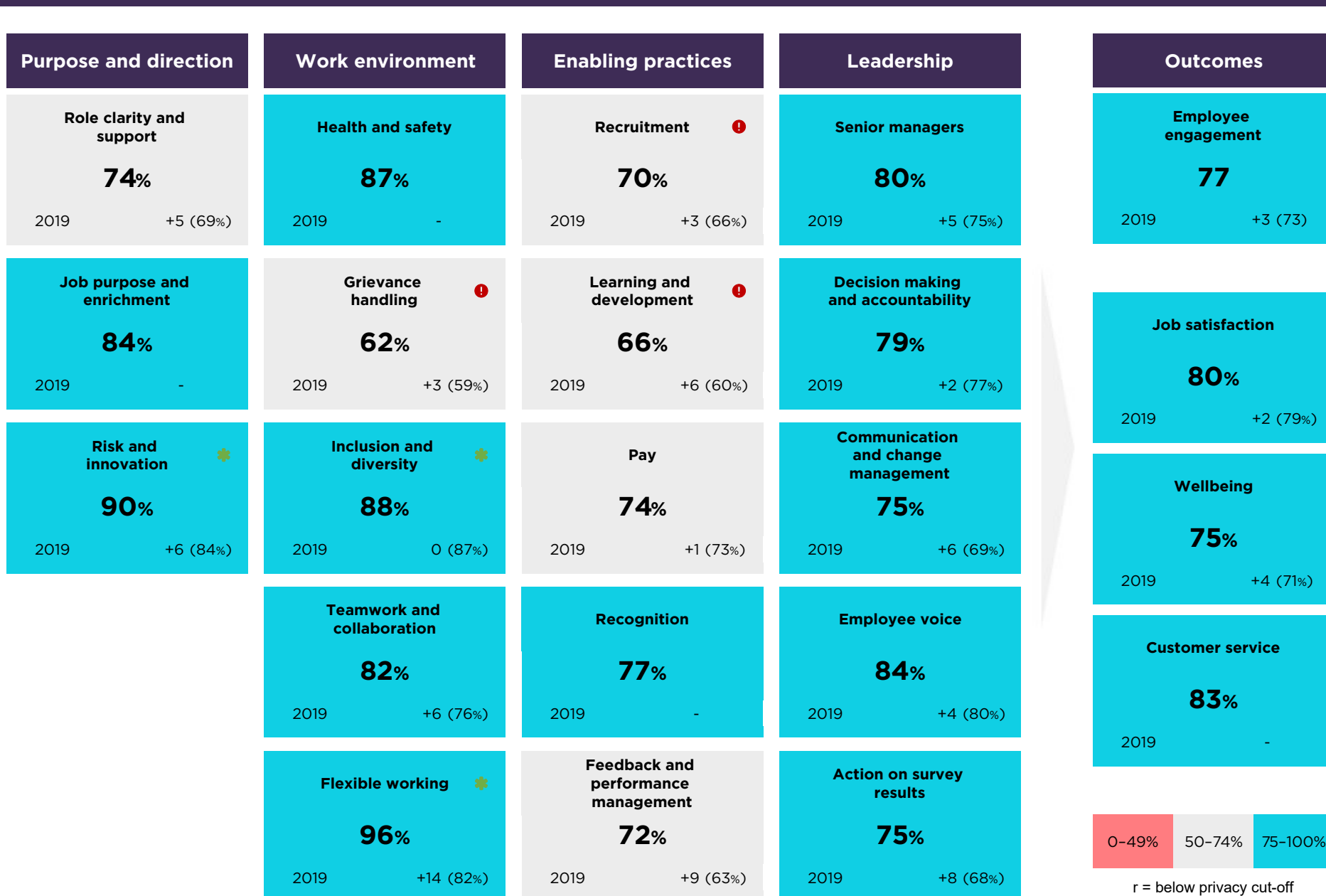
Discover key results and patterns

# 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.



# Highest and lowest questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

## + Questions with the highest favourable scores

			2021 % favourable	difference from 2019
Flexible working	8h	My manager supports flexible working in my team	96%	+11%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	96%	+1%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	95%	+18%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	93%	+4%
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	93%	-

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2019
Communication and change management	7b	Change is managed well in my organisation	57%	-4%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	58%	+2%
Recruitment	7f	I have confidence in the way recruitment decisions are made	60%	+6%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	62%	+7%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	62%	+3%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

# Most and least improved questions

These are the most and least improved questions between survey years.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

## + Most improved questions

			2021 % favourable	difference from 2019
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	95%	+18%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	80%	+14%
Risk and innovation	7a	My organisation is making improvements to meet future challenges	89%	+12%
Flexible working	8h	My manager supports flexible working in my team	96%	+11%
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	78%	+10%

## - Least improved questions

			2021 % favourable	difference from 2019
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	83%	-4%
Communication and change management	7b	Change is managed well in my organisation	57%	-4%
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-3%
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	-2%
Wellbeing	1j	I can keep my work stress at an acceptable level	66%	-2%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic		Key driver questions	2021 % favourable	Action
Senior managers	6b	Senior managers model the values of my organisation	<b>78%</b>	Maintain
Employee voice / Senior managers	6f	Senior managers listen to employees	<b>74%</b>	Maintain
Learning and development	7e	My organisation is committed to developing its employees	<b>74%</b>	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>69%</b>	Maintain
Recruitment	7g	My organisation generally selects capable people to do the job	<b>79%</b>	Maintain
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	<b>78%</b>	Maintain

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## Results by topic

Discover more about your results

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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>77</b>	<b>+3</b>	<b>+9</b>	<b>+13</b>
7j	I would recommend my organisation as a great place to work	81	13	81%	+7%	+15%	+21%
7k	I am proud to tell others I work for my organisation	88	11	88%	+2%	+14%	+18%
7l	I feel a strong personal attachment to my organisation	74	19	74%	+7%	+9%	+14%
7m	My organisation motivates me to help it achieve its goals	79	14	79%	+6%	+19%	+27%
7n	My organisation inspires me to do the best in my job	78	14	78%	+6%	+18%	+24%

\*See 'Additional information about the survey' for more details on how we calculate the employee engagement score.


Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

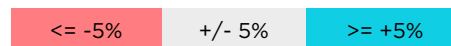
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# Intention to stay

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.

19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Less than 1 year		r	-	-	-
1 year to less than 2 years		16%	+2%	+7%	+6%
2 years to less than 5 years		34%	-7%	+14%	+14%
5 years to less than 10 years		28%	0%	+2%	+2%
10 years to less than 20 years		13%	+8%	-11%	-10%
More than 20 years		r	-	-	-



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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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>80%</b>	+2%	+11%	+15%
1g	My job gives me a feeling of personal accomplishment	85	10	85%	+2%	+9%	+12%
1h	I feel motivated to contribute more than what is normally required at work	82	13	82%	-2%	+11%	+15%
1i	I am satisfied with my job	82	11	82%	+3%	+11%	+16%
1n	I find my life at work fulfilling	73	23	73%	+3%	+13%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
Wellbeing (total score)				75%	+4%	+6%	+8%
1j	I can keep my work stress at an acceptable level	66	17 17	66%	-2%	+5%	+7%
1m	In general, my sense of wellbeing is...	71	21 8	71%	-2%	+8%	+10%
8d	There are people at work who care about me	87	10	87%	-	+4%	+6%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Customer means  
the people who you  
or your organisation  
provide a service to.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>				<b>83%</b>	-	+10%	+14%
1k	I am empowered to make the decisions needed to help customers and/or communities	76	13 11	76%	-	+6%	+6%
2d	People in my workgroup can explain how their work impacts customers	91	8	91%	-	+10%	+13%
2e	My workgroup considers customer needs when planning our work	92		92%	-	+9%	+12%
6d	Senior managers communicate the importance of customers in our work	83	13	83%	-4%	+13%	+23%
7h	The processes in my organisation are designed to support the best experience for customers	67	23 10	67%	-	+7%	+9%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	86	12	86%	-	+16%	+23%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Role clarity and support

## Purpose and direction

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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Role clarity and support (total score)</b>				<b>74%</b>	<b>+5%</b>	<b>+7%</b>	<b>+9%</b>
1a	I understand what is expected of me to do well in my job	83	9 8	83%	-3%	-2%	-2%
1b	I get the support I need to do my job well	80	10 10	80%	+7%	+14%	+20%
1c	I have the tools and technology to do my job well	84	9 7	84%	-	+13%	+18%
1d	I have the time to do my job well	67	14 20	67%	-	+11%	+13%
3e	My performance is assessed against clear criteria	65	23 12	65%	+5%	+7%	+9%
3f	I have received the training and development I need to do my job well	62	26 11	62%	+6%	-3%	-3%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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# Job purpose and enrichment

## Purpose and direction

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Job purpose and enrichment (total score)</b>			<b>84%</b>	-	+13%	+18%
1e	My job gives me opportunities to use a variety of skills	88 <small>8</small>	88%	-	+7%	+10%
1f	I have a choice in deciding how I carry out day to day work tasks	93 <small></small>	93%	-	+20%	+24%
3d	In the last 12 months, I have received feedback to help me improve my work	79 <small>14 7</small>	79%	+6%	+14%	+19%
5j	My manager communicates how my role contributes to my organisation's purpose	78 <small>17</small>	78%	-	+10%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off



# Risk and innovation

## Purpose and direction

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.

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Risk and innovation (total score)</b>			<b>90%</b>	<b>+6%</b>	<b>+15%</b>	<b>+21%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	96	96%	+1%	+9%	+12%
5a	My manager encourages people in my workgroup to keep improving the work they do	90	90%	+9%	+14%	+21%
5h	My manager encourages me to learn from my mistakes	86	86%	-	+13%	+19%
7a	My organisation is making improvements to meet future challenges	89	89%	+12%	+26%	+34%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
Health and safety (total score)			<b>87%</b>	-	+14%	+21%
7p	I am confident work health and safety issues I raise will be addressed promptly	<div><div>92</div></div>	<b>92%</b>	-	+16%	+23%
7q	There are effective resources in my organisation to support employee wellbeing	<div><div>81</div><div>12</div><div>7</div></div>	<b>81%</b>	-	+11%	+19%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Grievance handling

## Work environment

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.

					2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
10	I have confidence in the ways my organisation handles grievances	62	28	10	62%	+3%	+16%	+22%

\*See p.35 for related results on negative workplace behaviours.

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>			<b>88%</b>	0%	+14%	+20%
2c	People in my workgroup treat each other with respect	93	93%	+4%	+12%	+18%
6g	Senior managers support the career advancement of women	87	87%	+3%	+24%	+36%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89	89%	-2%	+10%	+15%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	90	90%	+1%	+10%	+13%
8c	I can speak up and share a different view to others in my organisation	82	82%	-1%	+13%	+17%
8e	I feel that I belong in my organisation	83	83%	-	+13%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Teamwork and collaboration

## Work environment

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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Teamwork and collaboration (total score)</b>				<b>82%</b>	<b>+6%</b>	<b>+15%</b>	<b>+22%</b>
2a	My workgroup works collaboratively to achieve its goals	89	8	89%	+1%	+10%	+15%
2b	There is good team spirit in my workgroup	88	9	88%	+7%	+12%	+19%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	82	12	82%	+8%	+26%	+35%
7c	There is good co-operation between teams across my organisation	70	19	70%	+9%	+13%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Flexible working (total score)</b>			<b>96%</b>	<b>+14%</b>	<b>+29%</b>	<b>+41%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	95	95%	+18%	+31%	+42%
8h	My manager supports flexible working in my team	96	96%	+11%	+28%	+39%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Use of flexible working

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

8f Type of flexible working	2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Flexible start and finish times	82%	+14%	+38%	+49%
Working more hours over fewer days	21%	+12%	+12%	+13%
Working additional hours to make up for time off	36%	+18%	+19%	+21%
Flexible scheduling for rostered workers	4%	+2%	-3%	-5%
Part-time work	5%	-5%	-7%	-12%
Job sharing	r	-	-	-
Working from different locations	49%	-1%	+32%	+36%
Working from home	94%	+30%	+36%	+64%
Purchasing annual leave	r	-	-	-
Leave without pay	4%	-4%	-2%	-2%
Study leave	r	-	-	-
Other	r	-	-	-
None of the above	r	-	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Recruitment refers to the process of attracting, screening, and onboarding people.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Recruitment (total score)</b>				<b>70%</b>	<b>+3%</b>	<b>+21%</b>	<b>+24%</b>
7f	I have confidence in the way recruitment decisions are made	60	27 14	60%	+6%	+18%	+20%
7g	My organisation generally selects capable people to do the job	79	14 7	79%	+1%	+24%	+28%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off



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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>				<b>66%</b>	<b>+6%</b>	<b>+9%</b>	<b>+13%</b>
3f	I have received the training and development I need to do my job well	62	26 11	62%	+6%	-3%	-3%
3g	I am satisfied with the opportunities available for career development in my organisation	62	21 18	62%	+7%	+11%	+15%
7e	My organisation is committed to developing its employees	74	15 11	74%	+6%	+18%	+27%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h 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?

	2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Yes	27%	-2%	-11%	-14%
No	73%	+2%	+11%	+14%

3i Are there barriers preventing you from moving to another role? If so, what are they?

Lack of visible opportunities		25%	+1%	-3%	-5%
Lack of promotion opportunities		25%	+4%	-2%	-2%
Lack of support from my manager / supervisor		5%	-3%	-6%	-10%
Geographic location considerations		10%	-2%	-13%	-14%
Personal / family considerations		15%	-5%	-14%	-15%
Insufficient training and development		10%	-1%	-5%	-6%
Lack of required capabilities or experience		9%	+3%	-3%	-3%
Lack of support for temporary assignments / secondments		6%	0%	-7%	-9%
The application / recruitment process is too cumbersome or time consuming		11%	+3%	-10%	-6%
Other		9%	0%	-1%	-1%
There are no major barriers to my career progression		41%	-2%	+12%	+14%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	74	15 11	74%	+1%	+15%	+25%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Recognition (total score)</b>				<b>77%</b>	-	+15%	+23%
5g	My manager provides recognition for the work I do	86	10	86%	+9%	+13%	+22%
7o	I receive adequate recognition for my contributions from my organisation	69	19 12	69%	-	+16%	+24%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Feedback and performance management

## Enabling practices

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>				<b>72%</b>	<b>+9%</b>	<b>+11%</b>	<b>+15%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	79	14 7	79%	+6%	+14%	+19%
3e	My performance is assessed against clear criteria	65	23 12	65%	+5%	+7%	+9%
5h	My manager encourages me to learn from my mistakes	86	12	86%	-	+13%	+19%
5i	My manager appropriately deals with employees who perform poorly	58	35 7	58%	+2%	+8%	+14%

				2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
<b>Performance management process</b>							
3a	I have a performance and development plan that sets out my individual goals			89%	+8%	+15%	+15%
3b	I have informal feedback conversations with my manager			88%	+3%	+8%	+13%
3c	I have scheduled feedback conversations with my manager			77%	+7%	+13%	+17%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Senior managers (total score)</b>				<b>80%</b>	<b>+5%</b>	<b>+21%</b>	<b>+32%</b>
6a	Senior managers provide clear direction for the future of the organisation	78	13 9	78%	+10%	+23%	+34%
6b	Senior managers model the values of my organisation	78	14 9	78%	-1%	+19%	+30%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	82	12	82%	+8%	+26%	+35%
6d	Senior managers communicate the importance of customers in our work	83	13	83%	-4%	+13%	+23%
6e	Senior managers keep employees informed about what's going on	80	11 9	80%	+14%	+21%	+31%
6f	Senior managers listen to employees	74	18 8	74%	+7%	+24%	+35%
6g	Senior managers support the career advancement of women	87	10	87%	+3%	+24%	+36%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
Decision making and accountability (total score)				79%	+2%	+17%	+23%
5f	I have confidence in the decisions my manager makes	86	10	86%	+3%	+13%	+21%
7d	People in my organisation take responsibility for their own actions	71	19 10	71%	+1%	+21%	+26%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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?

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
Communication and change management (total score)				75%	+6%	+17%	+25%
5c	My manager communicates effectively with me	84	9	84%	+3%	+9%	+16%
6a	Senior managers provide clear direction for the future of the organisation	78	13	78%	+10%	+23%	+34%
6e	Senior managers keep employees informed about what's going on	80	11	80%	+14%	+21%	+31%
7b	Change is managed well in my organisation	57	31	57%	-4%	+14%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off



Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

			2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Employee voice (total score)</b>			<b>84%</b>	<b>+4%</b>	<b>+15%</b>	<b>+22%</b>
5b	My manager listens to what I have to say	90 7	90%	+2%	+11%	+18%
5d	My manager encourages and values employee input	90 7	90%	+7%	+14%	+22%
5e	My manager involves my workgroup in decisions about our work	83 11	83%	+4%	+12%	+20%
6f	Senior managers listen to employees	74 18 8	74%	+7%	+24%	+35%
8c	I can speak up and share a different view to others in my organisation	82 11 7	82%	-1%	+13%	+17%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.





				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	75	15 9	75%	+8%	+28%	+37%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

# Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation		4%	-16%	-11%	-16%
witnessed bullying		12%	-5%	-10%	-19%
experienced bullying		6%	+1%	-8%	-14%
witnessed sexual harassment		r	-	-	-
experienced sexual harassment		r	-	-	-
experienced threats or physical harm		r	-	-	-
experienced discrimination		5%	-	-5%	-8%
experienced racism		r	-	-	-

## Definitions

- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

<= -5%

+/- 5%




>= +5%

r = below privacy cut-off

			2021 % favourable	difference from 2019	difference from Cluster
I believe I am valued for what I can offer at my workplace	84	9 7	84%	+3%	+18%
In my workplace, we recognise our successes and innovations	82	14	82%	+6%	+20%
Overall, I have confidence in the decisions made by my senior managers	83	9 8	83%	+3%	+30%
I have a say in decisions which affect my work	77	15 8	77%	-1%	+27%
Where I work, we share the lessons learnt when mistakes are made	80	14 7	80%	+2%	+15%
My team's objectives/work plans are clearly outlined	84	10	84%	+10%	+19%
Our objectives/work plans help us to deliver a quality service	86	9	86%	+9%	+19%
Overall, I believe the culture at my workplace has improved in the last 12 months	59	32 9	59%	+2%	+18%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

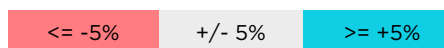
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How often do you feel culturally safe in the workplace?		2021 % respondents	difference from 2019	difference from Cluster
Always		64%	-14%	+18%
Often		22%	+2%	-11%
About half the time		7%	+6%	-5%
Seldom		r	-	-
Never		r	-	-



r = below privacy cut-off

Which of the following best describes your current role?	2021 % respondents	difference from 2019	difference from Cluster
Medical	r	-	-
Nursing and Midwifery	r	-	-
Clinical Support Workers	r	-	-
Corporate Support	26%	+3%	+17%
Allied Health	r	-	-
Other Health Professionals	r	-	-
Scientific and Technical	4%	+2%	+1%
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	18%	-29%	+10%
Patient Support Services	r	-	-
Maintenance and Trades	r	-	-
Other	47%	+23%	+35%



r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups 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	46	Yes	r	Service delivery involving direct contact with the public	r
Female	43	No	93	Other service delivery work	r
Non-binary	r	Prefer not to say	4	Administrative support	7
Prefer not to say	11			Corporate services	16
		<b>Employment status</b>		Policy	r
<b>Age</b>		Senior executive	5	Research	r
15-34 years	22	Ongoing / permanent	26	Program and project management support	55
35-54 years	52	Temporary	7	Legal	r
55+ years	8	Casual	r	Other	16
Prefer not to say	17	Contract-non-executive	53		
		Labour hire	5	<b>Organisation tenure</b>	
<b>LOTE spoken at home</b>		Other	r	Less than 1 year	22
Yes	24	Don't know	r	1 year to less than 2 years	12
No	70			2 years to less than 5 years	43
Prefer not to say	6	<b>Working arrangement</b>		5 years to less than 10 years	17
		Full-time	93	10 years to less than 20 years	6
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	7	More than 20 years	r
Yes	r			<b>Salary</b>	
No	96			\$85,743 and below	5
Prefer not to say	r			\$85,744 - \$111,076	12
				\$111,077 - \$148,577	12
<b>Disability</b>				\$148,578 and above	42
Yes	r			Prefer not to say	28
No	94				
Prefer not to say	r				

r = below privacy cut-off



## Selected key topic results by child unit

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	Asset & Project Advisory	Development & Commercial	Northern Region	Office of the Chief Executive & EA's	Rural & Regional Region	Strategy & Operations	Western Region
Employee engagement	77	73	79	74	90	76	78	80
Wellbeing	75%	70%	82%	69%	92%	73%	74%	89%
Role clarity and support	74%	64%	86%	71%	96%	70%	77%	87%
Inclusion and diversity	88%	86%	92%	81%	100%	85%	89%	94%
Teamwork and collaboration	82%	76%	100%	75%	98%	77%	88%	91%
Learning and development	66%	57%	79%	61%	92%	64%	70%	75%
Senior managers	80%	73%	90%	76%	100%	76%	87%	85%
Communication and change management	75%	65%	90%	66%	92%	72%	84%	85%
Employee voice	84%	81%	91%	78%	100%	79%	85%	94%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

## Selected 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	77	80	77	r	r	r	r	78	77	79	86
Wellbeing	75%	78%	77%	r	r	r	r	77%	76%	78%	90%
Role clarity and support	74%	81%	72%	r	r	r	r	73%	75%	77%	83%
Inclusion and diversity	88%	93%	85%	r	r	r	r	89%	90%	89%	91%
Teamwork and collaboration	82%	87%	81%	r	r	r	r	83%	87%	84%	80%
Learning and development	66%	73%	64%	r	r	r	r	67%	71%	70%	72%
Senior managers	80%	86%	78%	r	r	r	r	82%	84%	82%	83%
Communication and change management	75%	81%	74%	r	r	r	r	77%	76%	78%	83%
Employee voice	84%	90%	84%	r	r	r	r	83%	89%	85%	90%

At least 5 percentage points  
lower than report unit

Within 5 percentage  
points of the report unit

At least 5 percentage points  
higher than report unit

r = below privacy cut-off

## Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	77	r	r	84	79	r	r	76	r	73
Wellbeing	75%	r	r	83%	78%	r	r	74%	r	67%
Role clarity and support	74%	r	r	82%	84%	r	r	70%	r	72%
Inclusion and diversity	88%	r	r	96%	92%	r	r	87%	r	84%
Teamwork and collaboration	82%	r	r	91%	90%	r	r	81%	r	77%
Learning and development	66%	r	r	71%	80%	r	r	62%	r	62%
Senior managers	80%	r	r	89%	88%	r	r	79%	r	77%
Communication and change management	75%	r	r	83%	89%	r	r	72%	r	68%
Employee voice	84%	r	r	93%	90%	r	r	83%	r	81%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

## Selected 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	77	82	75	73	76	r	r
Wellbeing	75%	80%	76%	72%	69%	r	r
Role clarity and support	74%	80%	72%	71%	68%	r	r
Inclusion and diversity	88%	92%	86%	86%	84%	r	r
Teamwork and collaboration	82%	86%	81%	81%	79%	r	r
Learning and development	66%	77%	69%	60%	61%	r	r
Senior managers	80%	84%	82%	77%	80%	r	r
Communication and change management	75%	78%	82%	72%	71%	r	r
Employee voice	84%	89%	85%	82%	80%	r	r

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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## Selected 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	77	76	82	r	r	r	r	r	r
Wellbeing	75%	74%	77%	r	r	r	r	r	r
Role clarity and support	74%	74%	88%	r	r	r	r	r	r
Inclusion and diversity	88%	88%	91%	r	r	r	r	r	r
Teamwork and collaboration	82%	84%	87%	r	r	r	r	r	r
Learning and development	66%	67%	74%	r	r	r	r	r	r
Senior managers	80%	82%	85%	r	r	r	r	r	r
Communication and change management	75%	75%	83%	r	r	r	r	r	r
Employee voice	84%	85%	91%	r	r	r	r	r	r

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


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## Selected 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	77	r	r	r	r	r	r	r	r	r
Wellbeing	75%	r	r	r	r	r	r	r	r	r
Role clarity and support	74%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	88%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	82%	r	r	r	r	r	r	r	r	r
Learning and development	66%	r	r	r	r	r	r	r	r	r
Senior managers	80%	r	r	r	r	r	r	r	r	r
Communication and change management	75%	r	r	r	r	r	r	r	r	r
Employee voice	84%	r	r	r	r	r	r	r	r	r

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

## **Additional information about the survey**

**Discover more about how the survey works and how to act on results**

# Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.





## Privacy

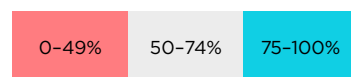
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

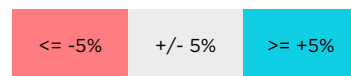


% favourable scores are colour coded based on these ranges:



## Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

## Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

## 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 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

## Key driver analysis

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

# Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

**Survey communication and action planning:** Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 CELEBRATE	 INVESTIGATE FURTHER WITH OUR TEAMS	 OPPORTUNITIES
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				