



2021 | NSW Public Sector Employee Survey

Agency Report

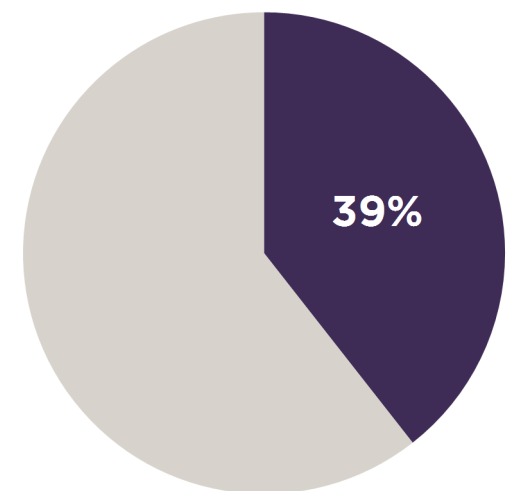
Sydney Local Health District

Survey period: 23 August to 17 September 2021

Completed surveys: 5,255

Response rate: 39%

Response rate:



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

NSW public sector

- Health
 - Sydney Local Health District

High level results.....	4
Results by topic.....	9
Results by child unit and demographic group.....	39
Additional information about the survey.....	48

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
Role clarity and support	1a	I understand what is expected of me to do well in my job	87%	-5%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	86%	-3%
Customer service	2e	My workgroup considers customer needs when planning our work	83%	-
Wellbeing	8d	There are people at work who care about me	83%	-
Customer service	2d	People in my workgroup can explain how their work impacts customers	82%	-

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2019
Employee voice / Senior managers	6f	Senior managers listen to employees	46%	-4%
Action on survey results	9	I am confident my organisation will act on the results of this survey	48%	-2%
Pay	4	I am paid fairly for the work I do	48%	-8%
Recruitment	7f	I have confidence in the way recruitment decisions are made	48%	-2%
Communication and change management	7b	Change is managed well in my organisation	49%	-4%

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
Inclusion and diversity	2c	People in my workgroup treat each other with respect	81%	+3%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	67%	+3%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	58%	+2%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	62%	+1%
Inclusion and diversity	8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	80%	+1%

- Least improved questions

			2021 % favourable	difference from 2019
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	53%	-10%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	51%	-9%
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	62%	-9%
Pay	4	I am paid fairly for the work I do	48%	-8%
Role clarity and support	1b	I get the support I need to do my job well	63%	-8%

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
Learning and development	7e	My organisation is committed to developing its employees	56%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	63%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	51%	Improve
Communication and change management	7b	Change is managed well in my organisation	49%	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	64%	Improve
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	62%	Improve

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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
Employee engagement (total score)*				68	-2	+1	+5
7j	I would recommend my organisation as a great place to work	66	21 13	66%	-3%	0%	+6%
7k	I am proud to tell others I work for my organisation	76	17 7	76%	0%	+3%	+7%
7l	I feel a strong personal attachment to my organisation	66	23 11	66%	-4%	+1%	+6%
7m	My organisation motivates me to help it achieve its goals	60	25 15	60%	-3%	0%	+7%
7n	My organisation inspires me to do the best in my job	61	25 14	61%	-2%	0%	+7%

*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%

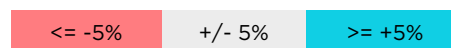
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Intention to stay

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		10%	+3%	+2%	+1%
1 year to less than 2 years		11%	0%	+2%	+1%
2 years to less than 5 years		20%	0%	0%	0%
5 years to less than 10 years		23%	0%	-2%	-2%
10 years to less than 20 years		22%	0%	-1%	-1%
More than 20 years		15%	-4%	0%	+1%



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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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
Job satisfaction (total score)				69%	-4%	0%	+4%
1g	My job gives me a feeling of personal accomplishment	77	13 10	77%	-4%	+1%	+4%
1h	I feel motivated to contribute more than what is normally required at work	72	15 13	72%	-5%	0%	+5%
1i	I am satisfied with my job	70	17 14	70%	-4%	-1%	+3%
1n	I find my life at work fulfilling	59	30 11	59%	-5%	-1%	+4%

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)				70%	+2%	+1%	+3%
1j	I can keep my work stress at an acceptable level	63	18 19	63%	-3%	+1%	+3%
1m	In general, my sense of wellbeing is...	65	27 9	65%	-6%	+1%	+4%
8d	There are people at work who care about me	83	13	83%	-	-1%	+2%

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
Customer service (total score)				74%	-	+1%	+5%
1k	I am empowered to make the decisions needed to help customers and/or communities	74	15 11	74%	-	+4%	+4%
2d	People in my workgroup can explain how their work impacts customers	82	13	82%	-	+1%	+4%
2e	My workgroup considers customer needs when planning our work	83	12	83%	-	0%	+3%
6d	Senior managers communicate the importance of customers in our work	67	21 13	67%	+3%	-3%	+7%
7h	The processes in my organisation are designed to support the best experience for customers	64	23 13	64%	-	+4%	+6%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	70	21 9	70%	-	0%	+7%

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
Role clarity and support (total score)				67%	-9%	+1%	+3%
1a	I understand what is expected of me to do well in my job	<div><div>87</div><div>8</div><div></div></div>	87%	-5%	+2%	+2%	
1b	I get the support I need to do my job well	<div><div>63</div><div>17</div><div>20</div></div>	63%	-8%	-2%	+4%	
1c	I have the tools and technology to do my job well	<div><div>68</div><div>14</div><div>18</div></div>	68%	-	-3%	+1%	
1d	I have the time to do my job well	<div><div>59</div><div>17</div><div>25</div></div>	59%	-	+3%	+5%	
3e	My performance is assessed against clear criteria	<div><div>60</div><div>25</div><div>15</div></div>	60%	-7%	+2%	+3%	
3f	I have received the training and development I need to do my job well	<div><div>68</div><div>21</div><div>11</div></div>	68%	-8%	+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
Job purpose and enrichment (total score)				70%	-	-2%	+3%
1e	My job gives me opportunities to use a variety of skills	81	11 8	81%	-	0%	+3%
1f	I have a choice in deciding how I carry out day to day work tasks	72	16 12	72%	-	-2%	+3%
3d	In the last 12 months, I have received feedback to help me improve my work	62	22 16	62%	-9%	-3%	+2%
5j	My manager communicates how my role contributes to my organisation's purpose	65	21 14	65%	-	-3%	+5%

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

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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
Risk and innovation (total score)				73%	-3%	-2%	+4%
1l	I am comfortable notifying my manager if I become aware of any risks at work	86	7 7	86%	-3%	-1%	+2%
5a	My manager encourages people in my workgroup to keep improving the work they do	72	17 11	72%	-4%	-4%	+4%
5h	My manager encourages me to learn from my mistakes	71	21 8	71%	-	-2%	+4%
7a	My organisation is making improvements to meet future challenges	63	24 13	63%	0%	+1%	+8%

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)				69%	-	-4%	+3%
7p	I am confident work health and safety issues I raise will be addressed promptly	73	16 12	73%	-	-4%	+4%
7q	There are effective resources in my organisation to support employee wellbeing	65	19 15	65%	-	-5%	+3%

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	49	30	21	49%	-3%	+3%	+9%

*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

Inclusion and diversity

Work environment

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
Inclusion and diversity (total score)				73%	-2%	-1%	+5%
2c	People in my workgroup treat each other with respect	81	11 8	81%	+3%	-1%	+6%
6g	Senior managers support the career advancement of women	56	33 11	56%	-6%	-7%	+6%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	79	14 7	79%	-1%	0%	+5%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	80	12 7	80%	+1%	0%	+4%
8c	I can speak up and share a different view to others in my organisation	68	19 13	68%	-4%	-1%	+3%
8e	I feel that I belong in my organisation	71	19 10	71%	-	0%	+5%

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
Teamwork and collaboration (total score)				68%	-2%	0%	+7%
2a	My workgroup works collaboratively to achieve its goals	79	12 8	79%	-3%	0%	+5%
2b	There is good team spirit in my workgroup	74	15 12	74%	-1%	-2%	+5%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	54	30 16	54%	-4%	-2%	+7%
7c	There is good co-operation between teams across my organisation	62	23 15	62%	+1%	+5%	+10%

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

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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
Flexible working (total score)				53%	-8%	-13%	-2%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	51	30 20	51%	-9%	-14%	-2%
8h	My manager supports flexible working in my team	56	27 17	56%	-7%	-12%	-2%

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		29%	+5%	-15%	-3%
Working more hours over fewer days		7%	+2%	-3%	-1%
Working additional hours to make up for time off		13%	+2%	-4%	-2%
Flexible scheduling for rostered workers		12%	+6%	+5%	+3%
Part-time work		14%	+3%	+3%	-2%
Job sharing		3%	+1%	-1%	-1%
Working from different locations		14%	+8%	-3%	+1%
Working from home		22%	+17%	-37%	-8%
Purchasing annual leave		1%	0%	0%	0%
Leave without pay		5%	-1%	-2%	-2%
Study leave		11%	-5%	+8%	+4%
Other		3%	0%	0%	0%
None of the above		35%	-9%	+13%	+2%

<= -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
Recruitment (total score)				53%	-4%	+5%	+8%
7f	I have confidence in the way recruitment decisions are made	48	28 24	48%	-2%	+7%	+9%
7g	My organisation generally selects capable people to do the job	59	24 18	59%	-5%	+4%	+8%

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
Learning and development (total score)				59%	-8%	+2%	+6%
3f	I have received the training and development I need to do my job well	68	21 11	68%	-8%	+3%	+3%
3g	I am satisfied with the opportunities available for career development in my organisation	53	25 23	53%	-10%	+2%	+6%
7e	My organisation is committed to developing its employees	56	28 17	56%	-6%	0%	+8%

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	42%	+5%	+4%	+1%
No	58%	-5%	-4%	-1%

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

Lack of visible opportunities		25%	0%	-3%	-5%
Lack of promotion opportunities		23%	0%	-4%	-4%
Lack of support from my manager / supervisor		13%	0%	+2%	-2%
Geographic location considerations		17%	+2%	-6%	-6%
Personal / family considerations		24%	+2%	-5%	-6%
Insufficient training and development		13%	+1%	-1%	-2%
Lack of required capabilities or experience		11%	+2%	-1%	0%
Lack of support for temporary assignments / secondments		13%	+1%	-1%	-2%
The application / recruitment process is too cumbersome or time consuming		14%	-2%	-8%	-4%
Other		12%	+3%	+2%	+2%
There are no major barriers to my career progression		32%	-7%	+3%	+5%

<= -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	48	23	29	48%	-8%	-11%	-1%

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
Recognition (total score)				60%	-	-3%	+5%
5g	My manager provides recognition for the work I do	68	18 14	68%	-2%	-4%	+4%
7o	I receive adequate recognition for my contributions from my organisation	51	27 22	51%	-	-2%	+7%

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
Feedback and performance management (total score)				61%	-4%	0%	+4%
3d	In the last 12 months, I have received feedback to help me improve my work	62	22 16	62%	-9%	-3%	+2%
3e	My performance is assessed against clear criteria	60	25 15	60%	-7%	+2%	+3%
5h	My manager encourages me to learn from my mistakes	71	21 8	71%	-	-2%	+4%
5i	My manager appropriately deals with employees who perform poorly	51	29 19	51%	-5%	+2%	+8%

				2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			74%	-4%	0%	0%
3b	I have informal feedback conversations with my manager			76%	-2%	-4%	+2%
3c	I have scheduled feedback conversations with my manager			60%	-5%	-5%	0%

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

r = below privacy cut-off

Senior managers Leadership

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
Senior managers (total score)				56%	-2%	-3%	+8%
6a	Senior managers provide clear direction for the future of the organisation	52	26 21	52%	-4%	-2%	+8%
6b	Senior managers model the values of my organisation	56	25 19	56%	-1%	-3%	+8%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	54	30 16	54%	-4%	-2%	+7%
6d	Senior managers communicate the importance of customers in our work	67	21 13	67%	+3%	-3%	+7%
6e	Senior managers keep employees informed about what's going on	58	20 22	58%	+2%	-1%	+9%
6f	Senior managers listen to employees	46	28 26	46%	-4%	-3%	+8%
6g	Senior managers support the career advancement of women	56	33 11	56%	-6%	-7%	+6%

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)				63%	-3%	+1%	+8%
5f	I have confidence in the decisions my manager makes	69	18 13	69%	-2%	-3%	+4%
7d	People in my organisation take responsibility for their own actions	56	27 17	56%	-4%	+6%	+11%

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)				58%	-2%	0%	+7%
5c	My manager communicates effectively with me	72	14 14	72%	-2%	-3%	+4%
6a	Senior managers provide clear direction for the future of the organisation	52	26 21	52%	-4%	-2%	+8%
6e	Senior managers keep employees informed about what's going on	58	20 22	58%	+2%	-1%	+9%
7b	Change is managed well in my organisation	49	28 23	49%	-4%	+6%	+10%

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
Employee voice (total score)				66%	-3%	-3%	+4%
5b	My manager listens to what I have to say	75	14 11	75%	-2%	-4%	+3%
5d	My manager encourages and values employee input	72	16 12	72%	-2%	-4%	+3%
5e	My manager involves my workgroup in decisions about our work	67	18 16	67%	-4%	-5%	+3%
6f	Senior managers listen to employees	46	28 26	46%	-4%	-3%	+8%
8c	I can speak up and share a different view to others in my organisation	68	19 13	68%	-4%	-1%	+3%

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

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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	48	26	26	48%	-2%	+1%	+9%

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		14%	-9%	-1%	-6%
witnessed bullying		24%	-6%	+3%	-6%
experienced bullying		16%	0%	+2%	-4%
witnessed sexual harassment		3%	-	+1%	0%
experienced sexual harassment		6%	-	+2%	-1%
experienced threats or physical harm		12%	-	+5%	0%
experienced discrimination		11%	-	+1%	-2%
experienced racism		7%	-	+3%	+1%

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

Health questions

				2021 % favourable	difference from 2019	difference from Cluster
I believe I am valued for what I can offer at my workplace	71	16	13	71%	-5%	+6%
In my workplace, we recognise our successes and innovations	68	20	12	68%	-4%	+7%
Overall, I have confidence in the decisions made by my senior managers	60	21	18	60%	-2%	+8%
I have a say in decisions which affect my work	56	24	20	56%	-6%	+5%
Where I work, we share the lessons learnt when mistakes are made	70	19	12	70%	-3%	+5%
My team's objectives/work plans are clearly outlined	70	19	11	70%	-2%	+4%
Our objectives/work plans help us to deliver a quality service	71	20	8	71%	-1%	+4%
Overall, I believe the culture at my workplace has improved in the last 12 months	46	31	23	46%	-6%	+6%

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		50%	-16%	+3%
Often		31%	+7%	-2%
About half the time		12%	+5%	-1%
Seldom		5%	+3%	-1%
Never		2%	+1%	0%



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Health questions

Which of the following best describes your current role?		2021 % respondents	difference from 2019	difference from Cluster
Medical		6%	-3%	+1%
Nursing and Midwifery		37%	+7%	+6%
Clinical Support Workers		4%	0%	0%
Corporate Support		7%	-7%	-3%
Allied Health		16%	+2%	+2%
Other Health Professionals		4%	+2%	+2%
Scientific and Technical		2%	-3%	-1%
Oral Health		3%	0%	+2%
Ambulance		r	-	-
Health Manager		7%	+6%	-1%
Patient Support Services		5%	0%	0%
Maintenance and Trades		1%	0%	0%
Other		9%	-3%	-2%

<= -5%

+/- 5%

>= +5%

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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
Male	23
Female	69
Non-binary	1
Prefer not to say	8

Age	% respondents
15-34 years	30
35-54 years	42
55+ years	17
Prefer not to say	11

LOTE spoken at home	% respondents
Yes	37
No	56
Prefer not to say	7

Aboriginal and/or Torres Strait Islander	% respondents
Yes	2
No	93
Prefer not to say	5

Disability	% respondents
Yes	4
No	92
Prefer not to say	4

LGBTIQ+	% respondents
Yes	9
No	86
Prefer not to say	6

Employment status	% respondents
Senior executive	2
Ongoing / permanent	75
Temporary	7
Casual	6
Contract-non-executive	6
Labour hire	1
Other	1
Don't know	3

Working arrangement	% respondents
Full-time	77
Part-time	23

Type of work	% respondents
Service delivery involving direct contact with the public	60
Other service delivery work	7
Administrative support	11
Corporate services	8
Policy	r
Research	1
Program and project management support	2
Legal	r
Other	10

Organisation tenure	% respondents
Less than 1 year	15
1 year to less than 2 years	9
2 years to less than 5 years	22
5 years to less than 10 years	21
10 years to less than 20 years	20
More than 20 years	13

Salary	% respondents
\$85,743 and below	43
\$85,744 - \$111,076	26
\$111,077 - \$148,577	14
\$148,578 and above	5
Prefer not to say	12

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	Balmain Hospital	Canterbury Hospital	Capital Assets, Property and Engineering Services	Community Health Services	Concord Repatriation General Hospital	COVID Clinics & Vaccination Staff	District Services	Drug Health Services	Finance Services	ICT	Mental Health Services	Oral Health Services	Population Health
Employee engagement	68	73	70	73	70	68	78	75	65	58	74	66	66	75
Wellbeing	70%	73%	73%	73%	75%	69%	79%	73%	72%	66%	69%	71%	70%	80%
Role clarity and support	67%	75%	72%	66%	73%	66%	79%	70%	68%	65%	65%	66%	69%	82%
Inclusion and diversity	73%	81%	75%	73%	77%	71%	78%	79%	67%	64%	79%	69%	68%	85%
Teamwork and collaboration	68%	77%	71%	67%	71%	66%	79%	73%	58%	63%	76%	66%	63%	80%
Learning and development	59%	67%	62%	65%	65%	58%	61%	63%	54%	53%	53%	60%	55%	75%
Senior managers	56%	66%	61%	60%	61%	53%	69%	71%	48%	61%	68%	50%	55%	77%
Communication and change management	58%	69%	63%	63%	61%	57%	70%	66%	45%	60%	66%	52%	55%	74%
Employee voice	66%	74%	70%	69%	73%	65%	71%	72%	57%	61%	76%	62%	61%	79%

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 child unit (continued)

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	Public Health	Royal Prince Alfred Hospital	RPA Virtual	Special Health Accommodation	Workforce and Corporate Operations
Employee engagement	68	79	64	71	67	77
Wellbeing	70%	71%	64%	72%	66%	80%
Role clarity and support	67%	79%	62%	70%	60%	74%
Inclusion and diversity	73%	80%	68%	83%	73%	80%
Teamwork and collaboration	68%	80%	61%	74%	68%	78%
Learning and development	59%	71%	54%	64%	52%	65%
Senior managers	56%	67%	46%	63%	57%	67%
Communication and change management	58%	73%	51%	64%	58%	68%
Employee voice	66%	79%	60%	73%	65%	73%

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	68	71	69	62	83	68	65	72	69	72	70
Wellbeing	70%	74%	72%	62%	83%	62%	64%	76%	70%	74%	73%
Role clarity and support	67%	70%	69%	60%	83%	67%	63%	74%	68%	71%	70%
Inclusion and diversity	73%	78%	74%	67%	87%	69%	72%	77%	75%	76%	74%
Teamwork and collaboration	68%	72%	69%	53%	85%	67%	62%	73%	69%	71%	68%
Learning and development	59%	62%	60%	59%	76%	60%	55%	65%	61%	63%	60%
Senior managers	56%	63%	57%	49%	82%	59%	47%	64%	55%	62%	58%
Communication and change management	58%	63%	59%	56%	79%	59%	51%	67%	58%	63%	59%
Employee voice	66%	72%	67%	68%	83%	65%	64%	72%	69%	70%	65%

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 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	68	67	77	71	75	r	67	73	r	67
Wellbeing	70%	69%	81%	74%	74%	r	75%	71%	r	69%
Role clarity and support	67%	66%	76%	72%	72%	r	61%	73%	r	67%
Inclusion and diversity	73%	72%	82%	74%	80%	r	73%	81%	r	68%
Teamwork and collaboration	68%	66%	78%	69%	76%	r	63%	75%	r	65%
Learning and development	59%	58%	67%	60%	64%	r	48%	61%	r	58%
Senior managers	56%	52%	71%	60%	71%	r	62%	72%	r	53%
Communication and change management	58%	55%	72%	62%	69%	r	58%	66%	r	55%
Employee voice	66%	64%	77%	68%	75%	r	67%	77%	r	61%

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	68	72	69	67	68	68	70
Wellbeing	70%	76%	69%	68%	71%	70%	72%
Role clarity and support	67%	72%	67%	67%	68%	66%	69%
Inclusion and diversity	73%	77%	73%	73%	72%	71%	74%
Teamwork and collaboration	68%	72%	66%	66%	67%	67%	68%
Learning and development	59%	64%	57%	59%	59%	57%	61%
Senior managers	56%	61%	56%	55%	57%	54%	57%
Communication and change management	58%	64%	60%	57%	58%	56%	57%
Employee voice	66%	73%	68%	67%	65%	63%	64%



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	68	69	80	r	r	r	r	r	r
Wellbeing	70%	71%	81%	r	r	r	r	r	r
Role clarity and support	67%	68%	81%	r	r	r	r	r	r
Inclusion and diversity	73%	74%	81%	r	r	r	r	r	r
Teamwork and collaboration	68%	68%	79%	r	r	r	r	r	r
Learning and development	59%	59%	69%	r	r	r	r	r	r
Senior managers	56%	57%	71%	r	r	r	r	r	r
Communication and change management	58%	59%	73%	r	r	r	r	r	r
Employee voice	66%	67%	77%	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	68	r	r	r	r	r	r	r	r	r
Wellbeing	70%	r	r	r	r	r	r	r	r	r
Role clarity and support	67%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	73%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	68%	r	r	r	r	r	r	r	r	r
Learning and development	59%	r	r	r	r	r	r	r	r	r
Senior managers	56%	r	r	r	r	r	r	r	r	r
Communication and change management	58%	r	r	r	r	r	r	r	r	r
Employee voice	66%	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

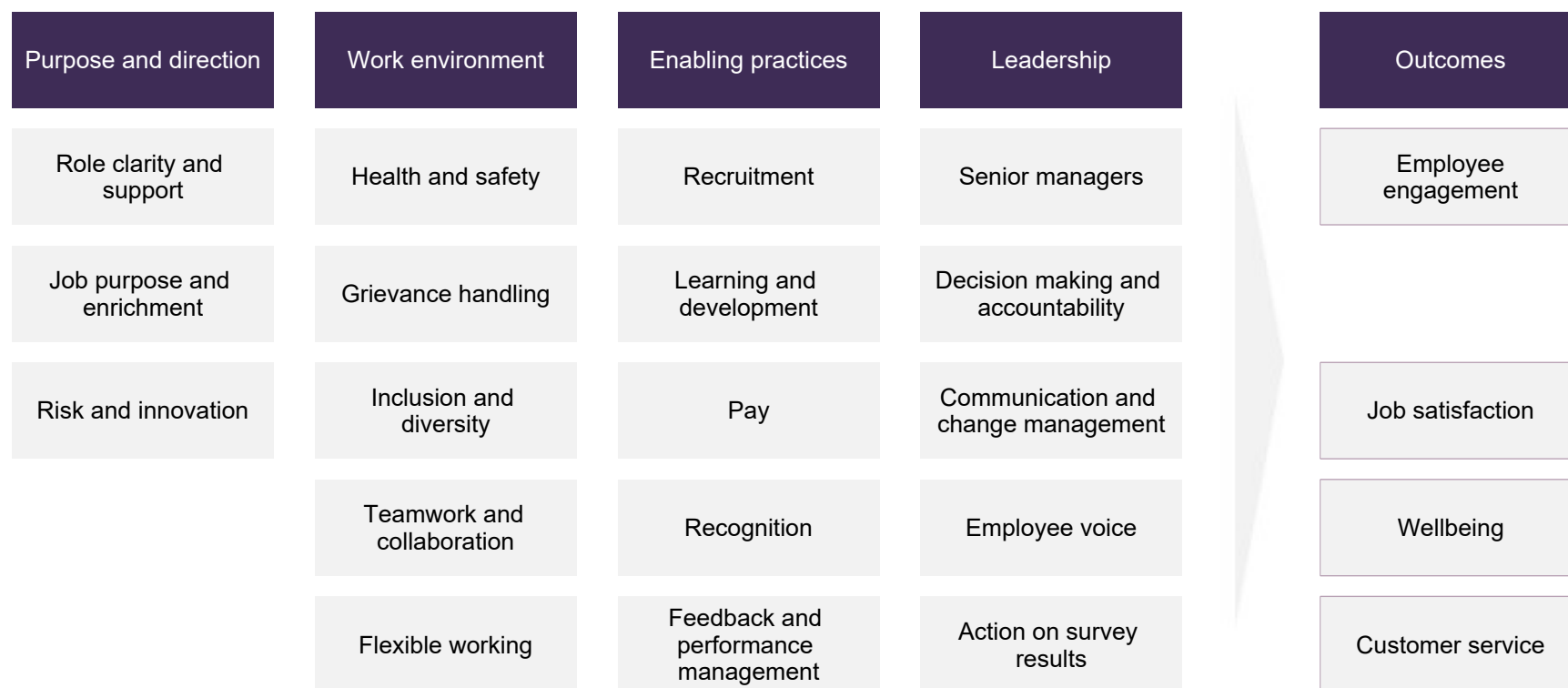
Survey model

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.

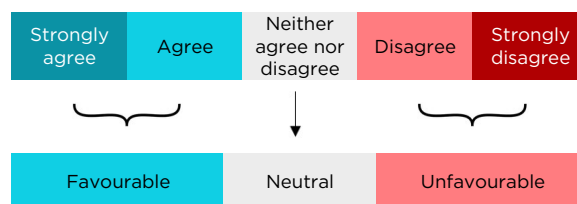


Privacy

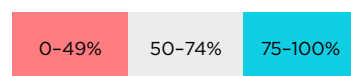
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

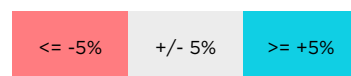


% favourable scores are colour coded based on these ranges:



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.				