



2021 | NSW Public Sector Employee Survey

Agency Report

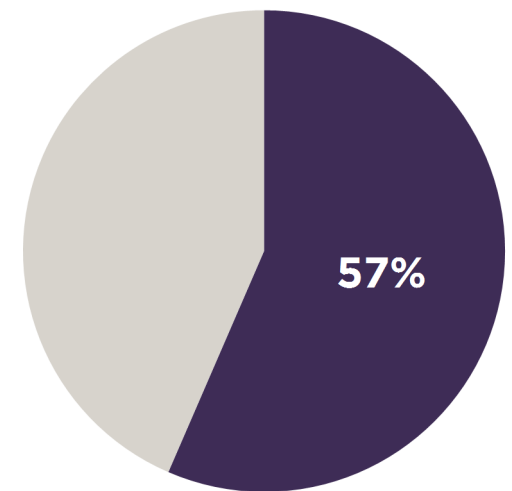
Health Professional Councils Authority

Survey period: 23 August to 17 September 2021

Completed surveys: 113

Response rate: 57%

Response rate:



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

NSW public sector

- Health
 - Health Professional Councils Authority

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High level results

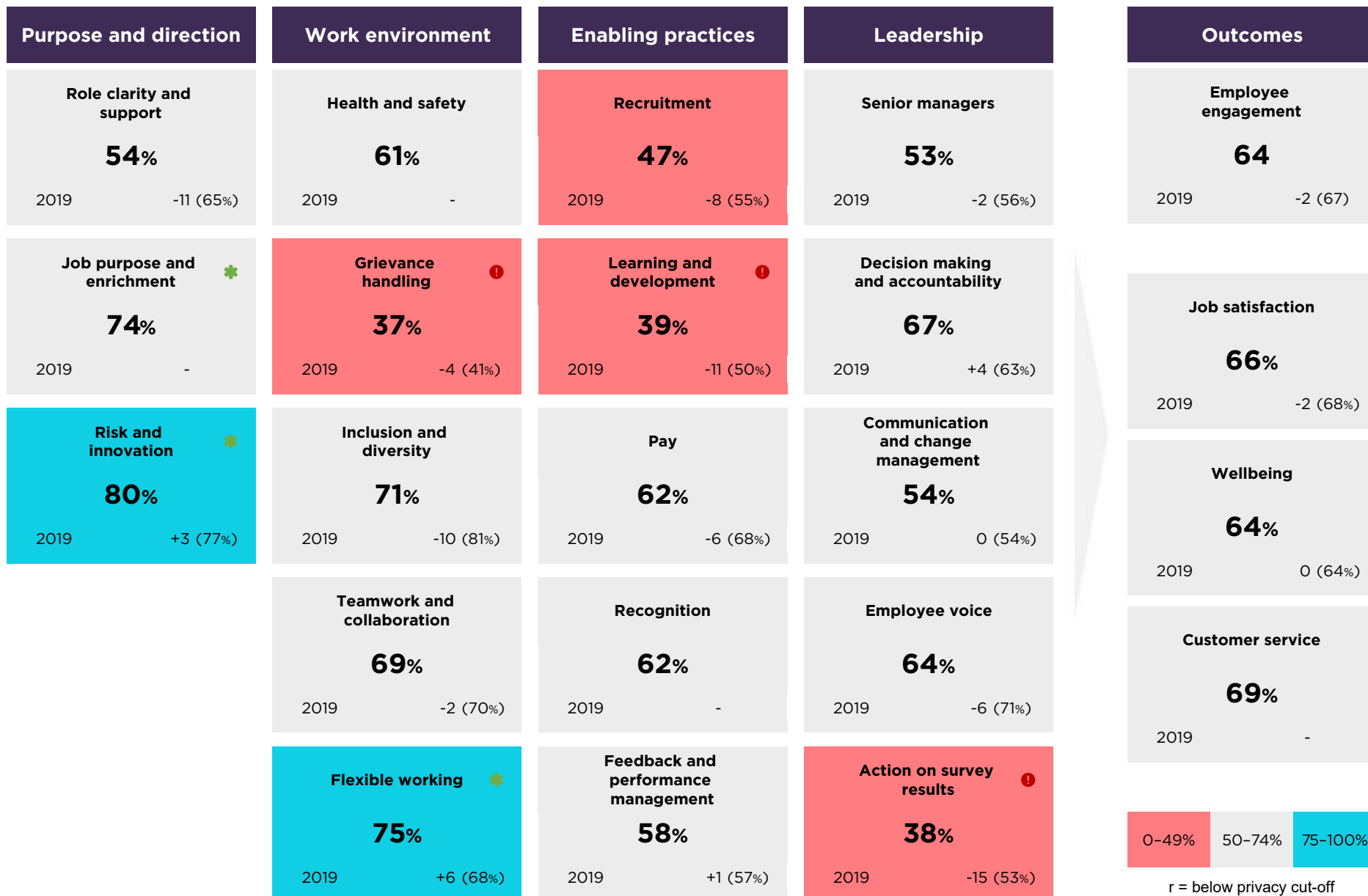
Discover key results and patterns

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
Customer service	2d	People in my workgroup can explain how their work impacts customers	88%	-
Inclusion and diversity	2c	People in my workgroup treat each other with respect	87%	+3%
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	85%	-3%
Customer service	2e	My workgroup considers customer needs when planning our work	85%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	84%	-2%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2019
Communication and change management	7b	Change is managed well in my organisation	30%	-13%
Employee voice / Senior managers	6f	Senior managers listen to employees	32%	-14%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	35%	-6%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	37%	-4%
Recruitment	7f	I have confidence in the way recruitment decisions are made	38%	-9%

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
Risk and innovation	7a	My organisation is making improvements to meet future challenges	77%	+12%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	57%	+8%
Decision making and accountability	5f	I have confidence in the decisions my manager makes	79%	+7%
Flexible working	8h	My manager supports flexible working in my team	78%	+7%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	71%	+6%

- Least improved questions

			2021 % favourable	difference from 2019
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	71%	-16%
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	42%	-15%
Action on survey results	9	I am confident my organisation will act on the results of this survey	38%	-15%
Wellbeing	1j	I can keep my work stress at an acceptable level	51%	-14%
Employee voice / Senior managers	6f	Senior managers listen to employees	32%	-14%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Key drivers

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
Employee voice / Senior managers	6f	Senior managers listen to employees	32%	Improve
Learning and development	7e	My organisation is committed to developing its employees	41%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	49%	Improve
Senior managers	6b	Senior managers model the values of my organisation	48%	Improve
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	35%	Improve
Role clarity and support	1b	I get the support I need to do my job well	55%	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)*				64	-2	-3	+1
7j	I would recommend my organisation as a great place to work	58	23 19	58%	-8%	-9%	-2%
7k	I am proud to tell others I work for my organisation	67	25 8	67%	-6%	-7%	-3%
7l	I feel a strong personal attachment to my organisation	58	27 16	58%	+4%	-7%	-2%
7m	My organisation motivates me to help it achieve its goals	53	33 14	53%	-8%	-6%	+1%
7n	My organisation inspires me to do the best in my job	52	28 19	52%	-3%	-8%	-2%

*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%

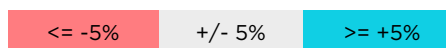
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Intention to stay

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		26%	+4%	+17%	+16%
2 years to less than 5 years		29%	-4%	+8%	+8%
5 years to less than 10 years		24%	+6%	-1%	-1%
10 years to less than 20 years		r	-	-	-
More than 20 years		r	-	-	-



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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)				66%	-2%	-3%	+1%
1g	My job gives me a feeling of personal accomplishment	73	16 11	73%	-4%	-2%	+1%
1h	I feel motivated to contribute more than what is normally required at work	72	16 12	72%	+1%	+1%	+5%
1i	I am satisfied with my job	66	19 14	66%	-1%	-5%	0%
1n	I find my life at work fulfilling	54	33 13	54%	-2%	-6%	-1%

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)				64%	0%	-5%	-3%
1j	I can keep my work stress at an acceptable level	51	22 27	51%	-14%	-10%	-8%
1m	In general, my sense of wellbeing is...	58	34 8	58%	-4%	-5%	-3%
8d	There are people at work who care about me	82	15	82%	-	-2%	+1%

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)				69%	-	-4%	0%
1k	I am empowered to make the decisions needed to help customers and/or communities	59	26 15	59%	-	-11%	-11%
2d	People in my workgroup can explain how their work impacts customers	88	11	88%	-	+6%	+10%
2e	My workgroup considers customer needs when planning our work	85	10	85%	-	+2%	+5%
6d	Senior managers communicate the importance of customers in our work	71	21 8	71%	+6%	+1%	+11%
7h	The processes in my organisation are designed to support the best experience for customers	42	37 21	42%	-	-19%	-16%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	68	23 9	68%	-	-2%	+4%

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)				54%	-11%	-12%	-10%
1a	I understand what is expected of me to do well in my job	79	14 7	79%	-6%	-7%	-7%
1b	I get the support I need to do my job well	55	19 26	55%	-10%	-11%	-4%
1c	I have the tools and technology to do my job well	55	18 27	55%	-	-16%	-12%
1d	I have the time to do my job well	46	23 31	46%	-	-10%	-8%
3e	My performance is assessed against clear criteria	50	34 16	50%	-4%	-7%	-6%
3f	I have received the training and development I need to do my job well	42	28 30	42%	-15%	-23%	-23%

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)				74%	-	+2%	+7%
1e	My job gives me opportunities to use a variety of skills	79	12 9	79%	-	-2%	+1%
1f	I have a choice in deciding how I carry out day to day work tasks	81	12 8	81%	-	+7%	+12%
3d	In the last 12 months, I have received feedback to help me improve my work	61	24 15	61%	-5%	-4%	+2%
5j	My manager communicates how my role contributes to my organisation's purpose	75	16 9	75%	-	+7%	+15%

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)				80%	+3%	+5%	+11%
1l	I am comfortable notifying my manager if I become aware of any risks at work	84	10	84%	-2%	-3%	0%
5a	My manager encourages people in my workgroup to keep improving the work they do	81	14	81%	+3%	+5%	+13%
5h	My manager encourages me to learn from my mistakes	76	19	76%	-	+3%	+9%
7a	My organisation is making improvements to meet future challenges	77	19	77%	+12%	+15%	+22%

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)				61%	-	-12%	-4%
7p	I am confident work health and safety issues I raise will be addressed promptly	64	17 19	64%	-	-13%	-6%
7q	There are effective resources in my organisation to support employee wellbeing	59	24 17	59%	-	-11%	-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	37	39	24	37%	-4%	-9%	-2%

*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
Inclusion and diversity (total score)				71%	-10%	-3%	+3%
2c	People in my workgroup treat each other with respect	87	10	87%	+3%	+6%	+12%
6g	Senior managers support the career advancement of women	53	33	53%	-14%	-10%	+3%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	71	19	71%	-16%	-8%	-3%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75	14	75%	-14%	-6%	-2%
8c	I can speak up and share a different view to others in my organisation	65	23	65%	-14%	-5%	0%
8e	I feel that I belong in my organisation	74	19	74%	-	+3%	+8%

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)				69%	-2%	+1%	+8%
2a	My workgroup works collaboratively to achieve its goals	85	8 7	85%	-3%	+6%	+11%
2b	There is good team spirit in my workgroup	81	10 9	81%	0%	+6%	+13%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	22 19	59%	+4%	+3%	+12%
7c	There is good co-operation between teams across my organisation	48	30 22	48%	-7%	-9%	-4%

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
Flexible working (total score)				75%	+6%	+8%	+19%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	71	17 12	71%	+6%	+6%	+18%
8h	My manager supports flexible working in my team	78	16	78%	+7%	+10%	+21%

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	69%	+4%	+25%	+37%
Working more hours over fewer days	13%	0%	+3%	+5%
Working additional hours to make up for time off	25%	+4%	+9%	+10%
Flexible scheduling for rostered workers	r	-	-	-
Part-time work	r	-	-	-
Job sharing	r	-	-	-
Working from different locations	14%	+10%	-3%	0%
Working from home	93%	+84%	+34%	+62%
Purchasing annual leave	r	-	-	-
Leave without pay	9%	0%	+3%	+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
Recruitment (total score)					47%	-8%	-1%	+2%
7f	I have confidence in the way recruitment decisions are made	38	32	30	38%	-9%	-3%	-1%
7g	My organisation generally selects capable people to do the job	57	28	15	57%	-6%	+2%	+6%

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)					39%	-11%	-18%	-14%
3f	I have received the training and development I need to do my job well	42	28	30	42%	-15%	-23%	-23%
3g	I am satisfied with the opportunities available for career development in my organisation	35	30	35	35%	-6%	-16%	-12%
7e	My organisation is committed to developing its employees	41	33	26	41%	-12%	-15%	-7%

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	57%	+4%	+19%	+16%
No	43%	-4%	-19%	-16%

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

Lack of visible opportunities		38%	-2%	+9%	+8%
Lack of promotion opportunities		33%	-9%	+6%	+5%
Lack of support from my manager / supervisor		13%	-1%	+2%	-2%
Geographic location considerations		18%	+6%	-5%	-6%
Personal / family considerations		23%	-2%	-6%	-7%
Insufficient training and development		12%	-5%	-2%	-3%
Lack of required capabilities or experience		15%	+8%	+3%	+3%
Lack of support for temporary assignments / secondments		18%	-1%	+5%	+3%
The application / recruitment process is too cumbersome or time consuming		26%	+3%	+4%	+8%
Other		15%	+7%	+5%	+5%
There are no major barriers to my career progression		18%	-3%	-10%	-9%

<= -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	62	15 23	62%	-6%	+3%	+13%

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)				62%	-	-1%	+7%
5g	My manager provides recognition for the work I do	74	13 12	74%	+2%	+2%	+10%
7o	I receive adequate recognition for my contributions from my organisation	49	31 20	49%	-	-3%	+5%

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)				58%	+1%	-3%	+2%
3d	In the last 12 months, I have received feedback to help me improve my work	61	24 15	61%	-5%	-4%	+2%
3e	My performance is assessed against clear criteria	50	34 16	50%	-4%	-7%	-6%
5h	My manager encourages me to learn from my mistakes	76	19	76%	-	+3%	+9%
5i	My manager appropriately deals with employees who perform poorly	45	36 19	45%	-5%	-4%	+1%

				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			79%	+3%	+5%	+5%
3b	I have informal feedback conversations with my manager			80%	+2%	-1%	+5%
3c	I have scheduled feedback conversations with my manager			65%	+7%	0%	+4%

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
Senior managers (total score)				53%	-2%	-5%	+5%
6a	Senior managers provide clear direction for the future of the organisation	53	26 21	53%	0%	-2%	+9%
6b	Senior managers model the values of my organisation	48	27 25	48%	-7%	-11%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	22 19	59%	+4%	+3%	+12%
6d	Senior managers communicate the importance of customers in our work	71	21 8	71%	+6%	+1%	+11%
6e	Senior managers keep employees informed about what's going on	57	15 28	57%	+8%	-2%	+7%
6f	Senior managers listen to employees	32	33 34	32%	-14%	-17%	-6%
6g	Senior managers support the career advancement of women	53	33 14	53%	-14%	-10%	+3%

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)				67%	+4%	+6%	+12%
5f	I have confidence in the decisions my manager makes	79	12 10	79%	+7%	+6%	+14%
7d	People in my organisation take responsibility for their own actions	55	29 15	55%	+1%	+6%	+10%

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)				54%	0%	-4%	+4%
5c	My manager communicates effectively with me	77	12 11	77%	+5%	+2%	+9%
6a	Senior managers provide clear direction for the future of the organisation	53	26 21	53%	0%	-2%	+9%
6e	Senior managers keep employees informed about what's going on	57	15 28	57%	+8%	-2%	+7%
7b	Change is managed well in my organisation	30	40 30	30%	-13%	-13%	-9%

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)				64%	-6%	-5%	+3%
5b	My manager listens to what I have to say	79	11 11	79%	+1%	0%	+7%
5d	My manager encourages and values employee input	73	17 11	73%	-3%	-4%	+4%
5e	My manager involves my workgroup in decisions about our work	73	18 10	73%	-1%	+1%	+9%
6f	Senior managers listen to employees	32	33 34	32%	-14%	-17%	-6%
8c	I can speak up and share a different view to others in my organisation	65	23 13	65%	-14%	-5%	0%

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	38	33	29	38%	-15%	-9%	-1%

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		9%	-12%	-6%	-11%
witnessed bullying		26%	-1%	+4%	-5%
experienced bullying		17%	+4%	+3%	-2%
witnessed sexual harassment		r	-	-	-
experienced sexual harassment		r	-	-	-
experienced threats or physical harm		r	-	-	-
experienced discrimination		r	-	-	-
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	68	16	17	68%	-7%	+2%
In my workplace, we recognise our successes and innovations	64	26	10	64%	-9%	+3%
Overall, I have confidence in the decisions made by my senior managers	52	28	20	52%	-13%	0%
I have a say in decisions which affect my work	51	27	22	51%	-10%	0%
Where I work, we share the lessons learnt when mistakes are made	69	19	12	69%	0%	+4%
My team's objectives/work plans are clearly outlined	69	22	9	69%	+1%	+3%
Our objectives/work plans help us to deliver a quality service	67	23	10	67%	-5%	-1%
Overall, I believe the culture at my workplace has improved in the last 12 months	43	38	19	43%	-5%	+2%

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

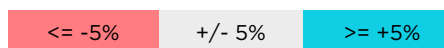
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How often do you feel culturally safe in the workplace?		2021 % respondents	difference from 2019	difference from Cluster
Always		52%	-29%	+5%
Often		34%	+19%	+1%
About half the time		r	-	-
Seldom		r	-	-
Never		r	-	-



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	37%	-3%	+27%
Allied Health	r	-	-
Other Health Professionals	r	-	-
Scientific and Technical	r	-	-
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	r	-	-
Patient Support Services	r	-	-
Maintenance and Trades	r	-	-
Other	41%	+2%	+29%



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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	LGBTIQ+	% respondents	Type of work	% respondents
Male	22	Yes	11	Service delivery involving direct contact with the public	r
Female	65	No	77	Other service delivery work	r
Non-binary	r	Prefer not to say	12	Administrative support	17
Prefer not to say	12			Corporate services	21
		Employment status		Policy	r
Age		Senior executive	r	Research	r
15-34 years	30	Ongoing / permanent	73	Program and project management support	25
35-54 years	37	Temporary	r	Legal	r
55+ years	12	Casual	r	Other	24
Prefer not to say	21	Contract-non-executive	r		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	20
Yes	25	Don't know	r	1 year to less than 2 years	10
No	60			2 years to less than 5 years	38
Prefer not to say	16	Working arrangement		5 years to less than 10 years	17
		Full-time	88	10 years to less than 20 years	14
Aboriginal and/or Torres Strait Islander		Part-time	12	More than 20 years	r
Yes	r			Salary	
No	90			\$85,743 and below	29
Prefer not to say	9			\$85,744 - \$111,076	35
				\$111,077 - \$148,577	16
Disability				\$148,578 and above	11
Yes	r			Prefer not to say	9
No	85				
Prefer not to say	10				

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This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

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	64	69	66	r	r	r	64	71	70	64	79
Wellbeing	64%	74%	64%	r	r	r	67%	70%	72%	63%	85%
Role clarity and support	54%	65%	52%	r	r	r	59%	62%	58%	50%	78%
Inclusion and diversity	71%	79%	73%	r	r	r	59%	77%	78%	69%	87%
Teamwork and collaboration	69%	78%	69%	r	r	r	61%	69%	69%	70%	81%
Learning and development	39%	51%	37%	r	r	r	33%	47%	43%	37%	67%
Senior managers	53%	65%	54%	r	r	r	42%	58%	62%	48%	75%
Communication and change management	54%	60%	56%	r	r	r	43%	56%	64%	46%	71%
Employee voice	64%	69%	67%	r	r	r	58%	63%	72%	64%	77%

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	64	r	r	72	66	r	r	62	r	57
Wellbeing	64%	r	r	72%	77%	r	r	54%	r	52%
Role clarity and support	54%	r	r	65%	68%	r	r	43%	r	45%
Inclusion and diversity	71%	r	r	73%	83%	r	r	68%	r	59%
Teamwork and collaboration	69%	r	r	61%	69%	r	r	65%	r	69%
Learning and development	39%	r	r	56%	47%	r	r	28%	r	31%
Senior managers	53%	r	r	66%	64%	r	r	38%	r	48%
Communication and change management	54%	r	r	65%	63%	r	r	43%	r	48%
Employee voice	64%	r	r	64%	70%	r	r	62%	r	57%

 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 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	64	70	r	62	58	63	r
Wellbeing	64%	83%	r	58%	57%	58%	r
Role clarity and support	54%	62%	r	52%	47%	43%	r
Inclusion and diversity	71%	79%	r	70%	60%	66%	r
Teamwork and collaboration	69%	70%	r	67%	62%	65%	r
Learning and development	39%	48%	r	33%	37%	31%	r
Senior managers	53%	66%	r	51%	44%	46%	r
Communication and change management	54%	68%	r	47%	53%	50%	r
Employee voice	64%	77%	r	60%	62%	55%	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	64	r	r	r	r	r	r	r	r
Wellbeing	64%	r	r	r	r	r	r	r	r
Role clarity and support	54%	r	r	r	r	r	r	r	r
Inclusion and diversity	71%	r	r	r	r	r	r	r	r
Teamwork and collaboration	69%	r	r	r	r	r	r	r	r
Learning and development	39%	r	r	r	r	r	r	r	r
Senior managers	53%	r	r	r	r	r	r	r	r
Communication and change management	54%	r	r	r	r	r	r	r	r
Employee voice	64%	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


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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	64	r	r	r	r	r	r	r	r	r
Wellbeing	64%	r	r	r	r	r	r	r	r	r
Role clarity and support	54%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	71%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	69%	r	r	r	r	r	r	r	r	r
Learning and development	39%	r	r	r	r	r	r	r	r	r
Senior managers	53%	r	r	r	r	r	r	r	r	r
Communication and change management	54%	r	r	r	r	r	r	r	r	r
Employee voice	64%	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.

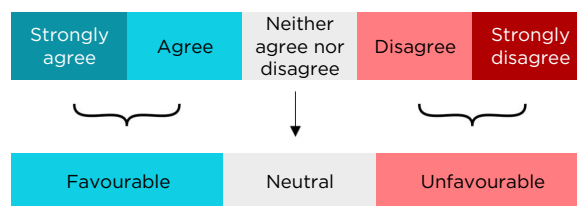


Privacy

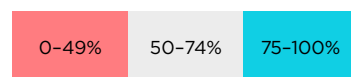
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

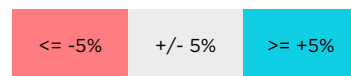


% favourable scores are colour coded based on these ranges:



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.				