



2021 | NSW Public Sector
Employee Survey

Agency Report

Ombudsman's Office

Survey period: 23 August to 17 September 2021

Completed surveys: 126

Response rate: >100%

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

NSW public sector

- ▶ Ombudsman's Office

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High level results

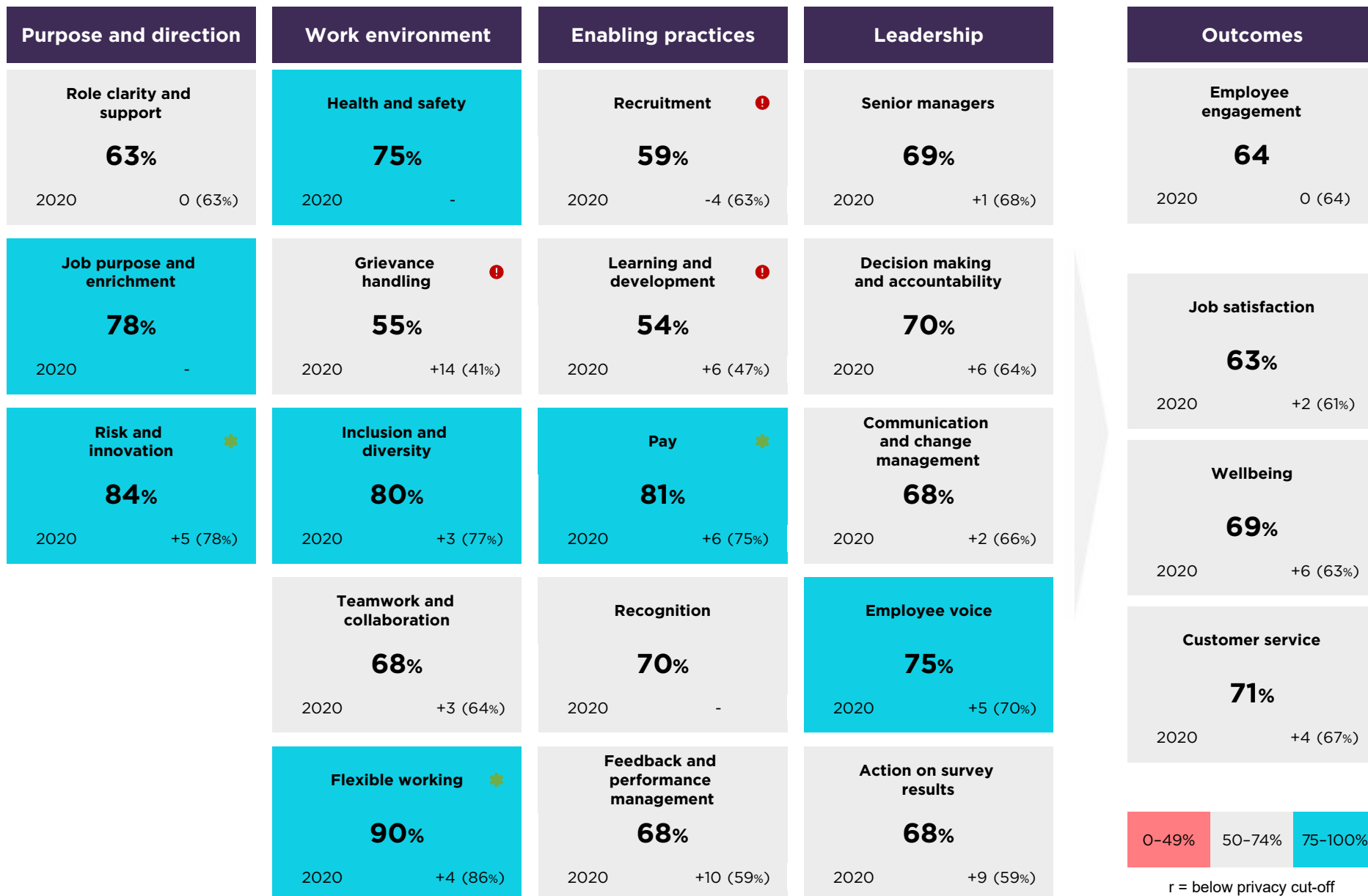
Discover key results and patterns

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 2020
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	93%	+9%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	92%	+3%
Inclusion and diversity	8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91%	+9%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	90%	+8%
Flexible working	8h	My manager supports flexible working in my team	89%	+5%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	42%	+10%
Communication and change management	7b	Change is managed well in my organisation	46%	0%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	48%	+8%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	51%	+1%
Job satisfaction	1n	I find my life at work fulfilling	52%	+5%

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 2020
Grievance handling	10	I have confidence in the ways my organisation handles grievances	55%	+14%
Recognition	5g	My manager provides recognition for the work I do	79%	+12%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	65%	+12%
Wellbeing	1m	In general, my sense of wellbeing is...	67%	+11%
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	63%	+11%

- Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1c	I have the tools and technology to do my job well	62%	-7%
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	68%	-7%
Recruitment	7f	I have confidence in the way recruitment decisions are made	54%	-7%
Role clarity and support	1a	I understand what is expected of me to do well in my job	74%	-4%
Inclusion and diversity / Senior managers	6g	Senior managers support the career advancement of women	66%	-4%

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	59%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	77%	Maintain
Senior managers / Teamwork and collaboration	6c	Senior managers promote collaboration between my organisation and other organisations we work with	63%	Improve
Communication and change management	7b	Change is managed well in my organisation	46%	Improve
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	61%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	61%	Improve

r = below privacy cut-off

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 2020	difference from Sector
Employee engagement (total score)*				64	0	-3
7j	I would recommend my organisation as a great place to work	64	14 22	64%	+1%	-3%
7k	I am proud to tell others I work for my organisation	72	16 13	72%	+3%	-2%
7l	I feel a strong personal attachment to my organisation	59	22 19	59%	+5%	-6%
7m	My organisation motivates me to help it achieve its goals	64	16 20	64%	-1%	+4%
7n	My organisation inspires me to do the best in my job	63	18 19	63%	+3%	+3%

*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%

r = below privacy cut-off

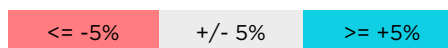
Intention to stay

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 2020	difference from Sector
Less than 1 year		23%	+1%	+15%
1 year to less than 2 years		15%	r	+6%
2 years to less than 5 years		31%	-1%	+10%
5 years to less than 10 years		23%	+3%	-3%
10 years to less than 20 years		r	-	-
More than 20 years		r	-	-



r = below privacy cut-off

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 2020	difference from Sector
Job satisfaction (total score)				63%	+2%	-7%
1g	My job gives me a feeling of personal accomplishment	67	10 22	67%	0%	-8%
1h	I feel motivated to contribute more than what is normally required at work	66	14 20	66%	+2%	-5%
1i	I am satisfied with my job	65	12 23	65%	+2%	-6%
1n	I find my life at work fulfilling	52	30 17	52%	+5%	-8%

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 2020	difference from Sector
Wellbeing (total score)			69%	+6%	0%
1j	I can keep my work stress at an acceptable level	57 16 27	57%	-1%	-4%
1m	In general, my sense of wellbeing is...	67 27	67%	+11%	+3%
8d	There are people at work who care about me	83 9 8	83%	+7%	0%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector
Customer service (total score)				71%	+4%	-2%
1k	I am empowered to make the decisions needed to help customers and/or communities	61	18 21	61%	-	-10%
2d	People in my workgroup can explain how their work impacts customers	78	12 10	78%	-	-4%
2e	My workgroup considers customer needs when planning our work	81	11 8	81%	-	-2%
6d	Senior managers communicate the importance of customers in our work	71	18 11	71%	-1%	+1%
7h	The processes in my organisation are designed to support the best experience for customers	63	17 20	63%	+11%	+3%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	68	18 13	68%	-7%	-2%

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

r = below privacy cut-off

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 2020	difference from Sector
Role clarity and support (total score)				63%	0%	-4%
1a	I understand what is expected of me to do well in my job	74	10 16	74%	-4%	-12%
1b	I get the support I need to do my job well	65	17 18	65%	+2%	-1%
1c	I have the tools and technology to do my job well	62	20 18	62%	-7%	-9%
1d	I have the time to do my job well	53	11 36	53%	-2%	-3%
3e	My performance is assessed against clear criteria	65	14 22	65%	+12%	+7%
3f	I have received the training and development I need to do my job well	61	22 18	61%	0%	-4%

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

r = below privacy cut-off

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 2020	difference from Sector
Job purpose and enrichment (total score)				78%	-	+6%
1e	My job gives me opportunities to use a variety of skills	76	8 16	76%	-	-5%
1f	I have a choice in deciding how I carry out day to day work tasks	82	12	82%	-	+8%
3d	In the last 12 months, I have received feedback to help me improve my work	78	10 13	78%	+10%	+13%
5j	My manager communicates how my role contributes to my organisation's purpose	76	11 14	76%	-	+8%

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

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector
Risk and innovation (total score)				84%	+5%	+9%
1l	I am comfortable notifying my manager if I become aware of any risks at work	93		93%	+9%	+6%
5a	My manager encourages people in my workgroup to keep improving the work they do	80	13	80%	+5%	+5%
5h	My manager encourages me to learn from my mistakes	84	11	84%	+10%	+11%
7a	My organisation is making improvements to meet future challenges	77	10	77%	-3%	+14%

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

r = below privacy cut-off

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 2020	difference from Sector
Health and safety (total score)				75%	-	+2%
7p	I am confident work health and safety issues I raise will be addressed promptly	76	13 11	76%	-	-1%
7q	There are effective resources in my organisation to support employee wellbeing	74	15 11	74%	-	+4%

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

r = below privacy cut-off

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 2020	difference from Sector	
10	I have confidence in the ways my organisation handles grievances	55	25	20	55%	+14%	+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

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 2020	difference from Sector
Inclusion and diversity (total score)			80%	+3%	+6%
2c	People in my workgroup treat each other with respect	90	90%	+8%	+9%
6g	Senior managers support the career advancement of women	66	66%	-4%	+3%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	86	86%	+7%	+7%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91	91%	+9%	+11%
8c	I can speak up and share a different view to others in my organisation	78	78%	+8%	+8%
8e	I feel that I belong in my organisation	70	70%	-	-1%

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 2020	difference from Sector
Teamwork and collaboration (total score)				68%	+3%	0%
2a	My workgroup works collaboratively to achieve its goals	81	11 8	81%	+4%	+2%
2b	There is good team spirit in my workgroup	75	10 16	75%	+6%	-1%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	63	17 20	63%	+2%	+7%
7c	There is good co-operation between teams across my organisation	51	21 28	51%	+1%	-6%

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 2020	difference from Sector
Flexible working (total score)			90%	+4%	+24%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	92	92%	+3%	+27%
8h	My manager supports flexible working in my team	89	89%	+5%	+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 2020	difference from Sector
Flexible start and finish times		87%	-1%	+43%
Working more hours over fewer days		17%	+2%	+7%
Working additional hours to make up for time off		26%	-4%	+9%
Flexible scheduling for rostered workers		r	-	-
Part-time work		13%	-8%	+1%
Job sharing		r	-	-
Working from different locations		14%	-3%	-3%
Working from home		93%	-2%	+34%
Purchasing annual leave		r	-	-
Leave without pay		14%	+1%	+8%
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 2020	difference from Sector
Recruitment (total score)				59%	-4%	+11%
7f	I have confidence in the way recruitment decisions are made	54	17 29	54%	-7%	+13%
7g	My organisation generally selects capable people to do the job	63	18 19	63%	-2%	+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 2020	difference from Sector
Learning and development (total score)				54%	+6%	-3%
3f	I have received the training and development I need to do my job well	61	22 18	61%	0%	-4%
3g	I am satisfied with the opportunities available for career development in my organisation	42	28 30	42%	+10%	-9%
7e	My organisation is committed to developing its employees	59	18 23	59%	+9%	+3%

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
2020

difference from
Sector

Yes	47%	+2%	+9%
No	53%	-2%	-9%

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

Lack of visible opportunities		34%	-4%	+6%
Lack of promotion opportunities		36%	+2%	+9%
Lack of support from my manager / supervisor		r	-	-
Geographic location considerations		15%	+3%	-9%
Personal / family considerations		21%	-3%	-8%
Insufficient training and development		12%	0%	-2%
Lack of required capabilities or experience		15%	+2%	+3%
Lack of support for temporary assignments / secondments		15%	-4%	+1%
The application / recruitment process is too cumbersome or time consuming		19%	-9%	-2%
Other		r	-	-
There are no major barriers to my career progression		26%	+5%	-3%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector
4	I am paid fairly for the work I do	81	10 9	81%	+6%	+22%

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 2020	difference from Sector
Recognition (total score)				70%	-	+7%
5g	My manager provides recognition for the work I do	79	9 12	79%	+12%	+6%
7o	I receive adequate recognition for my contributions from my organisation	60	18 22	60%	-	+8%

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 2020	difference from Sector
Feedback and performance management (total score)			68%	+10%	+7%
3d	In the last 12 months, I have received feedback to help me improve my work	78 10 13	78%	+10%	+13%
3e	My performance is assessed against clear criteria	65 14 22	65%	+12%	+7%
5h	My manager encourages me to learn from my mistakes	84 11	84%	+10%	+11%
5i	My manager appropriately deals with employees who perform poorly	48 38 14	48%	+8%	-1%

			2021 % respondents	difference from 2020	difference from Sector
Performance management process					
3a	I have a performance and development plan that sets out my individual goals		84%	+12%	+10%
3b	I have informal feedback conversations with my manager		86%	-2%	+6%
3c	I have scheduled feedback conversations with my manager		82%	+4%	+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 2020	difference from Sector
Senior managers (total score)				69%	+1%	+10%
6a	Senior managers provide clear direction for the future of the organisation	78	8 14	78%	+3%	+23%
6b	Senior managers model the values of my organisation	72	15 13	72%	+3%	+13%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	63	17 20	63%	+2%	+7%
6d	Senior managers communicate the importance of customers in our work	71	18 11	71%	-1%	+1%
6e	Senior managers keep employees informed about what's going on	69	11 20	69%	+3%	+10%
6f	Senior managers listen to employees	61	17 21	61%	-1%	+12%
6g	Senior managers support the career advancement of women	66	26 7	66%	-4%	+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 2020	difference from Sector
Decision making and accountability (total score)				70%	+6%	+9%
5f	I have confidence in the decisions my manager makes	76	12 12	76%	+2%	+3%
7d	People in my organisation take responsibility for their own actions	64	14 22	64%	+9%	+14%

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 2020	difference from Sector
Communication and change management (total score)				68%	+2%	+10%
5c	My manager communicates effectively with me	77	11 12	77%	+1%	+2%
6a	Senior managers provide clear direction for the future of the organisation	78	8 14	78%	+3%	+23%
6e	Senior managers keep employees informed about what's going on	69	11 20	69%	+3%	+10%
7b	Change is managed well in my organisation	46	26 28	46%	0%	+3%

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 2020	difference from Sector
Employee voice (total score)				75%	+5%	+6%
5b	My manager listens to what I have to say	83	10 7	83%	+8%	+4%
5d	My manager encourages and values employee input	81	8 11	81%	+9%	+5%
5e	My manager involves my workgroup in decisions about our work	72	12 16	72%	+1%	0%
6f	Senior managers listen to employees	61	17 21	61%	-1%	+12%
8c	I can speak up and share a different view to others in my organisation	78	7 16	78%	+8%	+8%

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 2020	difference from Sector
9	I am confident my organisation will act on the results of this survey	68	14 18	68%	+9%	+21%

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 2020	difference from Sector
been aware of any misconduct in your organisation		10%	-3%	-5%
witnessed bullying		19%	+7%	-3%
experienced bullying		r	-	-
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

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	25	Yes	r	Service delivery involving direct contact with the public	27
Female	62	No	83	Other service delivery work	r
Non-binary	r	Prefer not to say	12	Administrative support	r
Prefer not to say	14			Corporate services	16
		Employment status		Policy	r
Age		Senior executive	r	Research	r
15-34 years	12	Ongoing / permanent	79	Program and project management support	r
35-54 years	50	Temporary	12	Legal	r
55+ years	13	Casual	r	Other	25
Prefer not to say	25	Contract-non-executive	r		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	21
Yes	16	Don't know	r	1 year to less than 2 years	15
No	74			2 years to less than 5 years	11
Prefer not to say	10	Working arrangement		5 years to less than 10 years	27
		Full-time	87	10 years to less than 20 years	23
Aboriginal and/or Torres Strait Islander		Part-time	13	More than 20 years	r
Yes	r			Salary	
No	88			\$85,743 and below	9
Prefer not to say	9			\$85,744 - \$111,076	43
				\$111,077 - \$148,577	24
Disability				\$148,578 and above	10
Yes	r			Prefer not to say	14
No	88				
Prefer not to say	r				

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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	Complaints & Investigations	Corporate	Engagement & Aboriginal Programs	Projects & Systemic Reviews
Employee engagement	64	62	67	75	56
Wellbeing	69%	65%	70%	79%	65%
Role clarity and support	63%	60%	71%	79%	49%
Inclusion and diversity	80%	78%	82%	93%	73%
Teamwork and collaboration	68%	63%	73%	86%	57%
Learning and development	54%	52%	67%	53%	39%
Senior managers	69%	66%	77%	88%	54%
Communication and change management	68%	64%	82%	84%	53%
Employee voice	75%	75%	80%	84%	63%

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	64	57	71	r	r	r	r	69	50	71	66
Wellbeing	69%	64%	76%	r	r	r	r	74%	67%	77%	62%
Role clarity and support	63%	64%	70%	r	r	r	r	71%	51%	74%	70%
Inclusion and diversity	80%	75%	86%	r	r	r	r	84%	76%	87%	77%
Teamwork and collaboration	68%	66%	74%	r	r	r	r	75%	57%	76%	70%
Learning and development	54%	48%	61%	r	r	r	r	68%	43%	64%	53%
Senior managers	69%	66%	74%	r	r	r	r	72%	60%	77%	71%
Communication and change management	68%	66%	73%	r	r	r	r	71%	59%	78%	60%
Employee voice	75%	70%	82%	r	r	r	r	81%	76%	82%	75%

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	56	r	r	65	r	r	r	r	63
Wellbeing	69%	58%	r	r	74%	r	r	r	r	63%
Role clarity and support	63%	56%	r	r	76%	r	r	r	r	61%
Inclusion and diversity	80%	77%	r	r	81%	r	r	r	r	78%
Teamwork and collaboration	68%	60%	r	r	73%	r	r	r	r	65%
Learning and development	54%	46%	r	r	67%	r	r	r	r	47%
Senior managers	69%	65%	r	r	76%	r	r	r	r	60%
Communication and change management	68%	66%	r	r	81%	r	r	r	r	59%
Employee voice	75%	68%	r	r	79%	r	r	r	r	78%

 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	73	59	r	64	67	r
Wellbeing	69%	90%	71%	r	62%	67%	r
Role clarity and support	63%	77%	69%	r	62%	68%	r
Inclusion and diversity	80%	90%	82%	r	79%	83%	r
Teamwork and collaboration	68%	81%	69%	r	64%	68%	r
Learning and development	54%	75%	53%	r	49%	54%	r
Senior managers	69%	83%	77%	r	63%	69%	r
Communication and change management	68%	84%	75%	r	64%	63%	r
Employee voice	75%	89%	82%	r	71%	72%	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	69%	r	r	r	r	r	r	r	r
Role clarity and support	63%	r	r	r	r	r	r	r	r
Inclusion and diversity	80%	r	r	r	r	r	r	r	r
Teamwork and collaboration	68%	r	r	r	r	r	r	r	r
Learning and development	54%	r	r	r	r	r	r	r	r
Senior managers	69%	r	r	r	r	r	r	r	r
Communication and change management	68%	r	r	r	r	r	r	r	r
Employee voice	75%	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	69%	r	r	r	r	r	r	r	r	r
Role clarity and support	63%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	80%	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	54%	r	r	r	r	r	r	r	r	r
Senior managers	69%	r	r	r	r	r	r	r	r	r
Communication and change management	68%	r	r	r	r	r	r	r	r	r
Employee voice	75%	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.

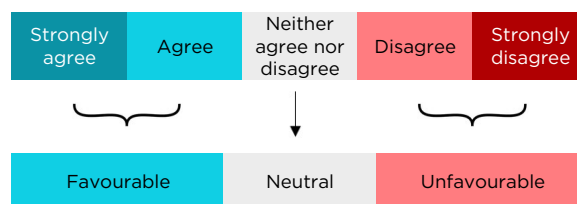


Privacy

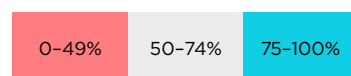
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

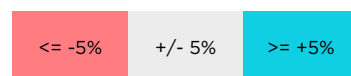


% favourable scores are colour coded based on these ranges:



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.				