



2021 | NSW Public Sector
Employee Survey

Agency Report

Independent Pricing and Regulatory Tribunal

Survey period: 23 August to 17 September 2021

Completed surveys: 142

Response rate: >100%

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

NSW public sector

- ▶ Independent Pricing and Regulatory Tribunal

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High level results

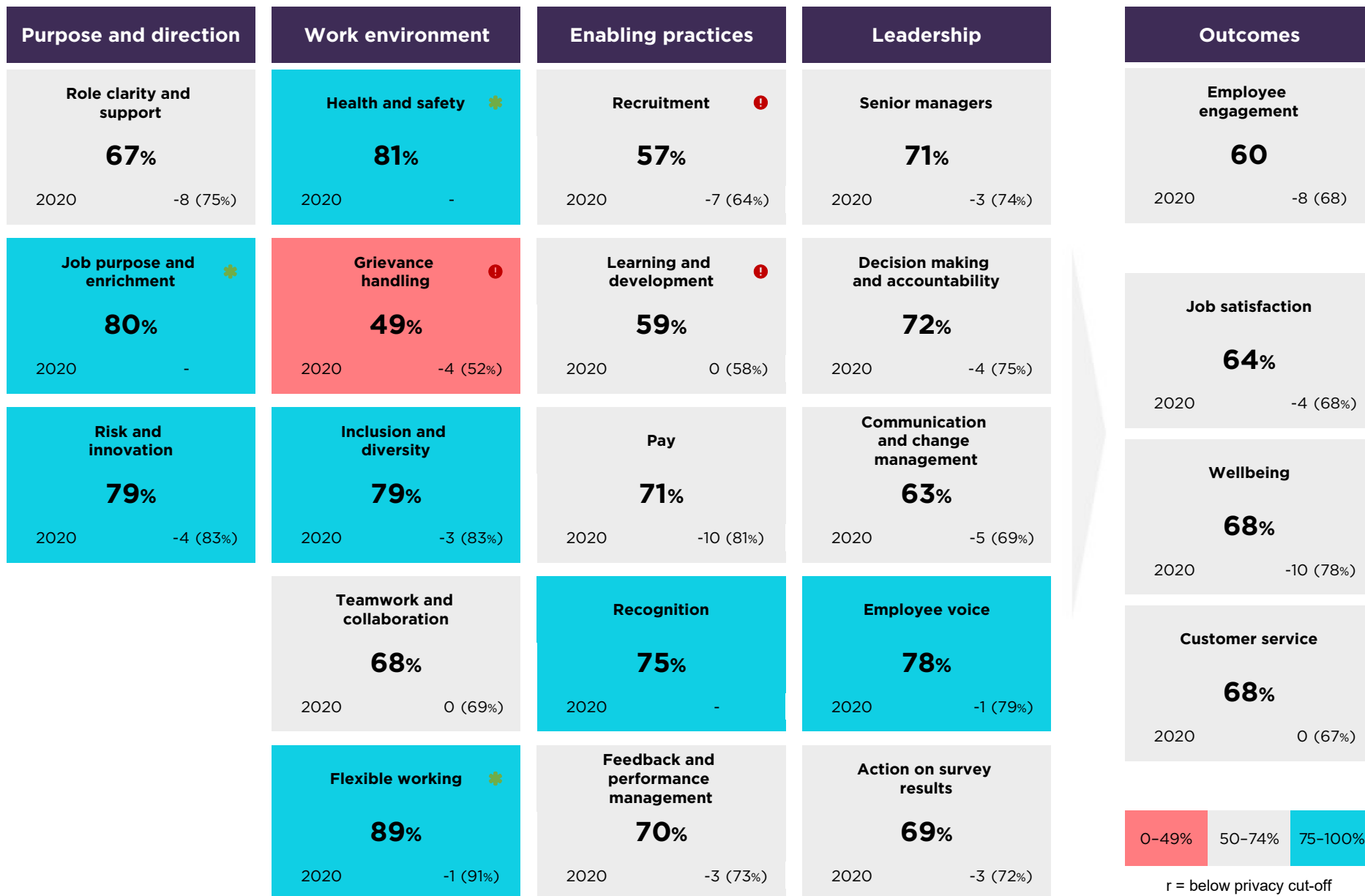
Discover key results and patterns

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	90%	-5%
Flexible working	8h	My manager supports flexible working in my team	90%	+1%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	89%	-4%
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	88%	-
Inclusion and diversity	2c	People in my workgroup treat each other with respect	87%	-2%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	39%	-9%
Employee engagement	7l	I feel a strong personal attachment to my organisation	41%	-17%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	43%	-5%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	46%	-4%
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	49%	+1%

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
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	70%	+6%
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	84%	+5%
Employee voice	5e	My manager involves my workgroup in decisions about our work	80%	+2%
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	70%	+2%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	79%	+1%

- Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1c	I have the tools and technology to do my job well	66%	-18%
Employee engagement	7l	I feel a strong personal attachment to my organisation	41%	-17%
Wellbeing	1j	I can keep my work stress at an acceptable level	58%	-14%
Wellbeing	1m	In general, my sense of wellbeing is...	63%	-14%
Employee engagement	7k	I am proud to tell others I work for my organisation	57%	-13%

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
Role clarity and support	1b	I get the support I need to do my job well	63%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	69%	Maintain
Recruitment	7g	My organisation generally selects capable people to do the job	64%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	67%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	62%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	61%	Improve

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Results by topic

Discover more about your results

Employee engagement

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)*				60	-8	-7
7j	I would recommend my organisation as a great place to work	59	18 24	59%	-9%	-8%
7k	I am proud to tell others I work for my organisation	57	25 18	57%	-13%	-17%
7l	I feel a strong personal attachment to my organisation	41	34 25	41%	-17%	-24%
7m	My organisation motivates me to help it achieve its goals	55	26 19	55%	-11%	-5%
7n	My organisation inspires me to do the best in my job	58	22 20	58%	-5%	-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%

r = below privacy cut-off

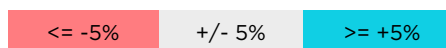
Intention to stay

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		13%	r	+6%
1 year to less than 2 years		18%	-3%	+9%
2 years to less than 5 years		42%	+2%	+22%
5 years to less than 10 years		14%	-7%	-11%
10 years to less than 20 years		r	-	-
More than 20 years		r	-	-



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

				2021 % favourable	difference from 2020	difference from Sector
Job satisfaction (total score)				64%	-4%	-5%
1g	My job gives me a feeling of personal accomplishment	70	15 15	70%	+2%	-5%
1h	I feel motivated to contribute more than what is normally required at work	68	15 18	68%	-7%	-3%
1i	I am satisfied with my job	65	15 19	65%	-4%	-6%
1n	I find my life at work fulfilling	54	28 18	54%	-7%	-7%

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

r = below privacy cut-off

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)				68%	-10%	-1%
1j	I can keep my work stress at an acceptable level	58	12 30	58%	-14%	-4%
1m	In general, my sense of wellbeing is...	63	25 12	63%	-14%	-1%
8d	There are people at work who care about me	85	9	85%	-2%	+2%

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)				68%	0%	-5%
1k	I am empowered to make the decisions needed to help customers and/or communities	57	25 18	57%	-	-14%
2d	People in my workgroup can explain how their work impacts customers	79	10 11	79%	-	-3%
2e	My workgroup considers customer needs when planning our work	76	14 10	76%	-	-7%
6d	Senior managers communicate the importance of customers in our work	79	10 11	79%	+1%	+9%
7h	The processes in my organisation are designed to support the best experience for customers	49	29 23	49%	+1%	-12%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	66	18 16	66%	-10%	-3%

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)				67%	-8%	0%
1a	I understand what is expected of me to do well in my job	81	8 11	81%	-2%	-4%
1b	I get the support I need to do my job well	63	15 22	63%	-13%	-3%
1c	I have the tools and technology to do my job well	66	10 24	66%	-18%	-5%
1d	I have the time to do my job well	54	13 32	54%	-13%	-2%
3e	My performance is assessed against clear criteria	67	17 16	67%	-7%	+10%
3f	I have received the training and development I need to do my job well	70	18 13	70%	+6%	+5%

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)				80%	-	+8%
1e	My job gives me opportunities to use a variety of skills	82	7 11	82%	-	+1%
1f	I have a choice in deciding how I carry out day to day work tasks	88		88%	-	+15%
3d	In the last 12 months, I have received feedback to help me improve my work	83	8 9	83%	+1%	+18%
5j	My manager communicates how my role contributes to my organisation's purpose	66	21 13	66%	-	-2%

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

r = below privacy cut-off

Risk and innovation

Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector
Risk and innovation (total score)				79%	-4%	+5%
1l	I am comfortable notifying my manager if I become aware of any risks at work	90	8	90%	-5%	+3%
5a	My manager encourages people in my workgroup to keep improving the work they do	79	11 10	79%	-1%	+3%
5h	My manager encourages me to learn from my mistakes	79	12 9	79%	-3%	+7%
7a	My organisation is making improvements to meet future challenges	69	14 17	69%	-7%	+7%

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)				81%	-	+8%
7p	I am confident work health and safety issues I raise will be addressed promptly	83	11	83%	-	+6%
7q	There are effective resources in my organisation to support employee wellbeing	79	13	79%	-	+9%

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	49	37	14	49%	-4%	+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 2020	difference from Sector
Inclusion and diversity (total score)			79%	-3%	+5%
2c	People in my workgroup treat each other with respect	87 8	87%	-2%	+6%
6g	Senior managers support the career advancement of women	83 10 7	83%	-2%	+20%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81 13	81%	0%	+1%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	81 13	81%	-2%	0%
8c	I can speak up and share a different view to others in my organisation	75 8 17	75%	-1%	+6%
8e	I feel that I belong in my organisation	69 16 16	69%	-	-2%

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%	0%	+1%
2a	My workgroup works collaboratively to achieve its goals	84	11	84%	+5%	+5%
2b	There is good team spirit in my workgroup	80	8 13	80%	-2%	+4%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	65	19 16	65%	-1%	+8%
7c	There is good co-operation between teams across my organisation	46	24 31	46%	-4%	-11%

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)				89%	-1%	+23%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	89	7	89%	-4%	+24%
8h	My manager supports flexible working in my team	90		90%	+1%	+22%

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	<div></div>	83%	+2%	+39%
Working more hours over fewer days	<div></div>	12%	-5%	+3%
Working additional hours to make up for time off	<div></div>	32%	-5%	+15%
Flexible scheduling for rostered workers		r	-	-
Part-time work	<div></div>	23%	+6%	+11%
Job sharing		r	-	-
Working from different locations	<div></div>	20%	+1%	+3%
Working from home	<div></div>	99%	+3%	+40%
Purchasing annual leave		r	-	-
Leave without pay		r	-	-
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)				57%	-7%	+9%
7f	I have confidence in the way recruitment decisions are made	50	23 27	50%	-4%	+9%
7g	My organisation generally selects capable people to do the job	64	14 21	64%	-9%	+9%

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)				59%	0%	+2%
3f	I have received the training and development I need to do my job well	70	18 13	70%	+6%	+5%
3g	I am satisfied with the opportunities available for career development in my organisation	43	23 35	43%	-5%	-8%
7e	My organisation is committed to developing its employees	64	19 17	64%	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
2020

difference from
Sector

Yes	48%	+1%	+10%
No	52%	-1%	-10%

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

Lack of visible opportunities		31%	-3%	+2%
Lack of promotion opportunities		30%	+1%	+3%
Lack of support from my manager / supervisor		10%	+2%	-1%
Geographic location considerations	r	r	-	-
Personal / family considerations		24%	-4%	-5%
Insufficient training and development	r	r	-	-
Lack of required capabilities or experience		14%	-4%	+2%
Lack of support for temporary assignments / secondments		15%	+3%	+2%
The application / recruitment process is too cumbersome or time consuming		17%	-1%	-4%
Other		12%	+4%	+2%
There are no major barriers to my career progression		26%	-5%	-2%

<= -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	71	13 15	71%	-10%	+12%

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)				75%	-	+12%
5g	My manager provides recognition for the work I do	84	9 7	84%	-2%	+12%
7o	I receive adequate recognition for my contributions from my organisation	66	19 16	66%	-	+13%

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)				70%	-3%	+9%
3d	In the last 12 months, I have received feedback to help me improve my work	83	8 9	83%	+1%	+18%
3e	My performance is assessed against clear criteria	67	17 16	67%	-7%	+10%
5h	My manager encourages me to learn from my mistakes	79	12 9	79%	-3%	+7%
5i	My manager appropriately deals with employees who perform poorly	49	40 11	49%	-3%	0%

				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			92%	0%	+19%
3b	I have informal feedback conversations with my manager			92%	+2%	+11%
3c	I have scheduled feedback conversations with my manager			80%	+1%	+15%

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)				71%	-3%	+12%
6a	Senior managers provide clear direction for the future of the organisation	62	16 21	62%	-4%	+8%
6b	Senior managers model the values of my organisation	69	16 15	69%	-7%	+10%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	65	19 16	65%	-1%	+8%
6d	Senior managers communicate the importance of customers in our work	79	10 11	79%	+1%	+9%
6e	Senior managers keep employees informed about what's going on	72	11 16	72%	-5%	+13%
6f	Senior managers listen to employees	67	16 18	67%	-4%	+17%
6g	Senior managers support the career advancement of women	83	10 7	83%	-2%	+20%

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)				72%	-4%	+10%
5f	I have confidence in the decisions my manager makes	82	9 9	82%	-3%	+10%
7d	People in my organisation take responsibility for their own actions	61	16 23	61%	-5%	+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 2020	difference from Sector
Communication and change management (total score)				63%	-5%	+5%
5c	My manager communicates effectively with me	79	9 11	79%	-3%	+4%
6a	Senior managers provide clear direction for the future of the organisation	62	16 21	62%	-4%	+8%
6e	Senior managers keep employees informed about what's going on	72	11 16	72%	-5%	+13%
7b	Change is managed well in my organisation	39	26 35	39%	-9%	-4%

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)			78%	-1%	+8%
5b	My manager listens to what I have to say	<div><div>84</div><div>9</div></div>	84%	-3%	+6%
5d	My manager encourages and values employee input	<div><div>82</div><div>9</div><div>9</div></div>	82%	0%	+5%
5e	My manager involves my workgroup in decisions about our work	<div><div>80</div><div>10</div><div>10</div></div>	80%	+2%	+9%
6f	Senior managers listen to employees	<div><div>67</div><div>16</div><div>18</div></div>	67%	-4%	+17%
8c	I can speak up and share a different view to others in my organisation	<div><div>75</div><div>8</div><div>17</div></div>	75%	-1%	+6%

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	69	14 18	69%	-3%	+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		r	-	-
witnessed bullying		11%	0%	-11%
experienced bullying		7%	+1%	-7%
witnessed sexual harassment		r	-	-
experienced sexual harassment		r	-	-
experienced threats or physical harm		r	-	-
experienced discrimination		8%	-	-2%
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	39	Yes	r	Service delivery involving direct contact with the public	r
Female	47	No	82	Other service delivery work	r
Non-binary	r	Prefer not to say	14	Administrative support	r
Prefer not to say	14			Corporate services	11
		Employment status		Policy	45
Age		Senior executive	15	Research	r
15-34 years	28	Ongoing / permanent	79	Program and project management support	r
35-54 years	49	Temporary	r	Legal	r
55+ years	7	Casual	r	Other	25
Prefer not to say	16	Contract-non-executive	r		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	20
Yes	26	Don't know	r	1 year to less than 2 years	11
No	63			2 years to less than 5 years	22
Prefer not to say	11	Working arrangement		5 years to less than 10 years	23
		Full-time	80	10 years to less than 20 years	21
Aboriginal and/or Torres Strait Islander		Part-time	20	More than 20 years	r
Yes	r			Salary	
No	89			\$85,743 and below	10
Prefer not to say	10			\$85,744 - \$111,076	10
				\$111,077 - \$148,577	29
Disability				\$148,578 and above	36
Yes	r			Prefer not to say	15
No	84				
Prefer not to say	13				

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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	Corporate Services	Legal, Executive Office & Tribunal	Pricing and Policy	Regulation & Compliance
Employee engagement	60	41	86	55	62
Wellbeing	68%	47%	91%	64%	72%
Role clarity and support	67%	43%	95%	62%	68%
Inclusion and diversity	79%	48%	96%	84%	78%
Teamwork and collaboration	68%	46%	89%	71%	65%
Learning and development	59%	41%	94%	54%	55%
Senior managers	71%	54%	89%	68%	72%
Communication and change management	63%	43%	87%	58%	67%
Employee voice	78%	54%	98%	78%	76%

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	60	58	70	r	r	r	r	56	63	63	73
Wellbeing	68%	67%	79%	r	r	r	r	69%	77%	68%	97%
Role clarity and support	67%	68%	76%	r	r	r	r	70%	72%	69%	87%
Inclusion and diversity	79%	81%	90%	r	r	r	r	82%	86%	86%	83%
Teamwork and collaboration	68%	68%	78%	r	r	r	r	71%	70%	73%	85%
Learning and development	59%	54%	72%	r	r	r	r	60%	66%	63%	70%
Senior managers	71%	70%	84%	r	r	r	r	70%	73%	78%	81%
Communication and change management	63%	63%	75%	r	r	r	r	61%	66%	69%	78%
Employee voice	78%	80%	86%	r	r	r	r	83%	85%	82%	84%

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	60	r	r	r	59	56	r	r	r	61
Wellbeing	68%	r	r	r	60%	62%	r	r	r	70%
Role clarity and support	67%	r	r	r	62%	62%	r	r	r	68%
Inclusion and diversity	79%	r	r	r	69%	81%	r	r	r	77%
Teamwork and collaboration	68%	r	r	r	59%	68%	r	r	r	68%
Learning and development	59%	r	r	r	60%	52%	r	r	r	58%
Senior managers	71%	r	r	r	64%	68%	r	r	r	73%
Communication and change management	63%	r	r	r	55%	60%	r	r	r	66%
Employee voice	78%	r	r	r	69%	77%	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	60	76	r	57	55	66	r
Wellbeing	68%	91%	r	61%	70%	68%	r
Role clarity and support	67%	85%	r	65%	66%	69%	r
Inclusion and diversity	79%	93%	r	81%	76%	85%	r
Teamwork and collaboration	68%	85%	r	66%	67%	75%	r
Learning and development	59%	82%	r	48%	51%	67%	r
Senior managers	71%	87%	r	61%	68%	81%	r
Communication and change management	63%	84%	r	54%	63%	72%	r
Employee voice	78%	92%	r	80%	77%	80%	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

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	60	r	r	r	r	r	r	r	r
Wellbeing	68%	r	r	r	r	r	r	r	r
Role clarity and support	67%	r	r	r	r	r	r	r	r
Inclusion and diversity	79%	r	r	r	r	r	r	r	r
Teamwork and collaboration	68%	r	r	r	r	r	r	r	r
Learning and development	59%	r	r	r	r	r	r	r	r
Senior managers	71%	r	r	r	r	r	r	r	r
Communication and change management	63%	r	r	r	r	r	r	r	r
Employee voice	78%	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	60	r	r	r	r	r	r	r	r	r
Wellbeing	68%	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	79%	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	71%	r	r	r	r	r	r	r	r	r
Communication and change management	63%	r	r	r	r	r	r	r	r	r
Employee voice	78%	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

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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.

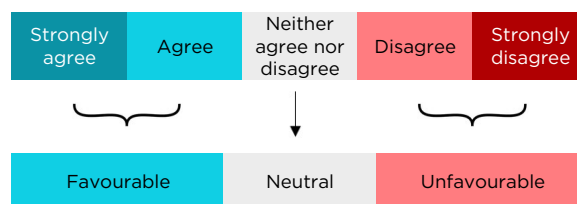


Privacy

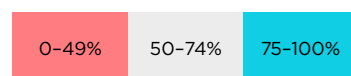
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

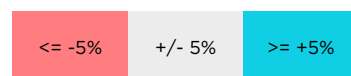


% favourable scores are colour coded based on these ranges:



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.				