



## 2021 | NSW Public Sector Employee Survey

### Cluster Report

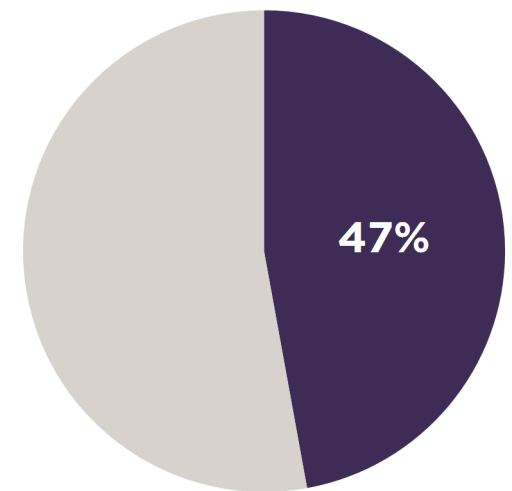
# Stronger Communities

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

**Completed surveys:** 27,142

**Response rate:** 47%

### Response rate:



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## High level results

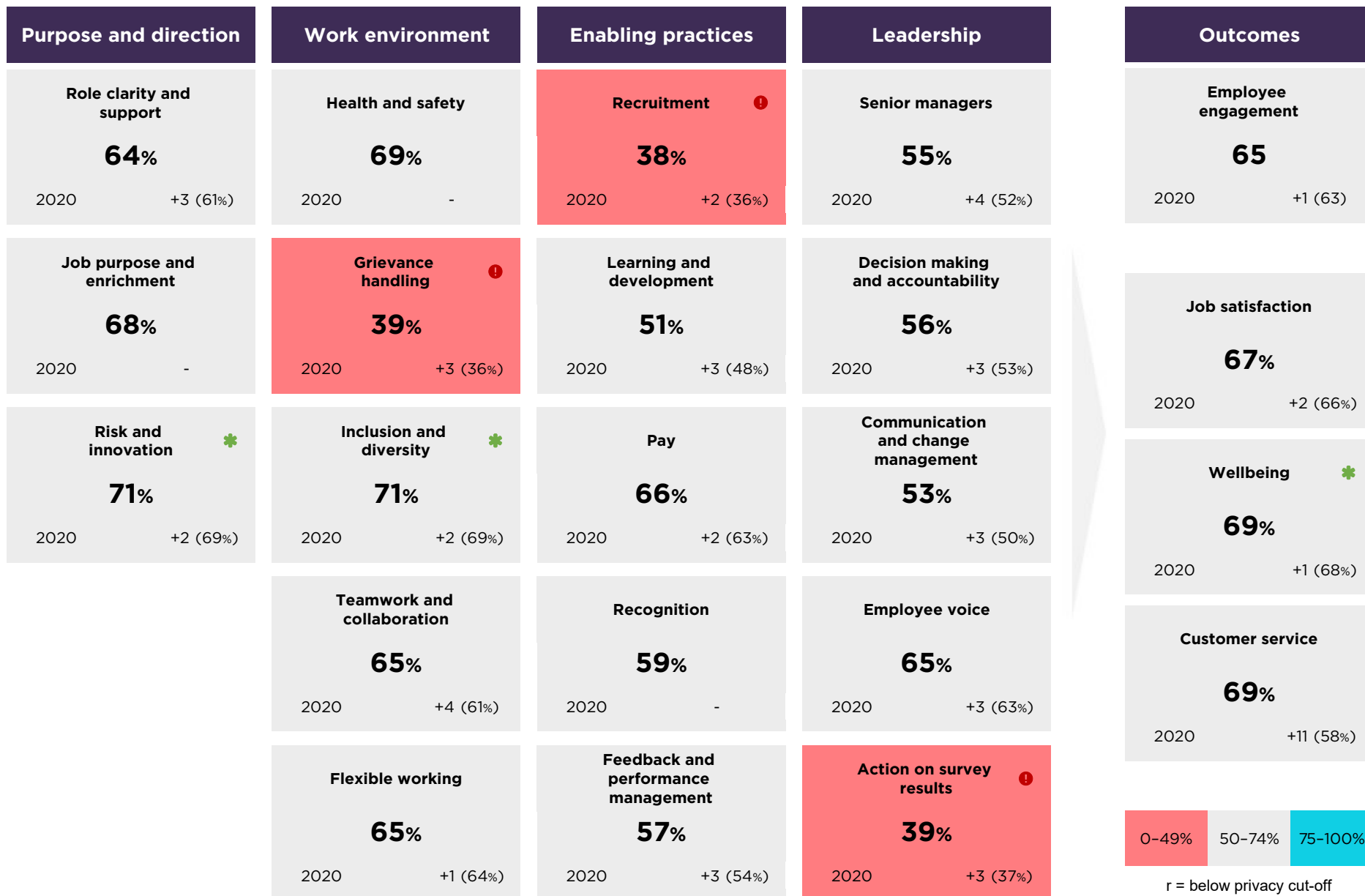
Discover key results and patterns

# 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	85%	0%
Role clarity and support	1a	I understand what is expected of me to do well in my job	84%	+1%
Wellbeing	8d	There are people at work who care about me	80%	+1%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	79%	+5%
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills	78%	-

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made	33%	+2%
Communication and change management	7b	Change is managed well in my organisation	36%	+2%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	39%	+3%
Action on survey results	9	I am confident my organisation will act on the results of this survey	39%	+3%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	40%	+3%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

# Most and least improved questions

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

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

## + Most improved questions

			2021 % favourable	difference from 2020
Inclusion and diversity	2c	People in my workgroup treat each other with respect	79%	+5%
Teamwork and collaboration	2b	There is good team spirit in my workgroup	74%	+5%
Recognition	5g	My manager provides recognition for the work I do	70%	+4%
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	53%	+4%
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	67%	+4%

## - Least improved questions

			2021 % favourable	difference from 2020
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	85%	0%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	63%	0%
Wellbeing	1m	In general, my sense of wellbeing is...	64%	0%
Inclusion and diversity	8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	76%	0%
Job satisfaction	1n	I find my life at work fulfilling	58%	+1%

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	<b>48%</b>	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	<b>55%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>47%</b>	Improve
Role clarity and support	1b	I get the support I need to do my job well	<b>62%</b>	Improve
Senior managers	6b	Senior managers model the values of my organisation	<b>56%</b>	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	<b>44%</b>	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 2020	difference from Sector
<b>Employee engagement (total score)*</b>				<b>65</b>	<b>+1</b>	<b>-3</b>
7j	I would recommend my organisation as a great place to work	62	22 16	62%	+1%	-4%
7k	I am proud to tell others I work for my organisation	70	19 11	70%	+2%	-3%
7l	I feel a strong personal attachment to my organisation	63	23 14	63%	+2%	-2%
7m	My organisation motivates me to help it achieve its goals	55	27 18	55%	+3%	-5%
7n	My organisation inspires me to do the best in my job	55	27 18	55%	+3%	-5%

\*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

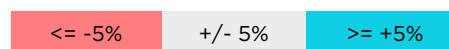
# Intention to stay

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		6%	0%	-2%
1 year to less than 2 years		7%	0%	-2%
2 years to less than 5 years		17%	0%	-3%
5 years to less than 10 years		24%	0%	-1%
10 years to less than 20 years		27%	0%	+4%
More than 20 years		19%	-1%	+4%



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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
<b>Job satisfaction (total score)</b>				<b>67%</b>	<b>+2%</b>	<b>-2%</b>
1g	My job gives me a feeling of personal accomplishment	73	15 12	73%	+3%	-3%
1h	I feel motivated to contribute more than what is normally required at work	69	17 15	69%	+1%	-2%
1i	I am satisfied with my job	70	16 13	70%	+2%	-1%
1n	I find my life at work fulfilling	58	29 13	58%	+1%	-2%

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
<b>Wellbeing (total score)</b>				<b>69%</b>	<b>+1%</b>	<b>0%</b>
1j	I can keep my work stress at an acceptable level	63	19 18	63%	+2%	+2%
1m	In general, my sense of wellbeing is...	64	27 9	64%	0%	0%
8d	There are people at work who care about me	80	14	80%	+1%	-4%

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
<b>Customer service (total score)</b>				<b>69%</b>	<b>+11%</b>	<b>-4%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	71	18 12	71%	-	0%
2d	People in my workgroup can explain how their work impacts customers	77	16 7	77%	-	-4%
2e	My workgroup considers customer needs when planning our work	78	15 7	78%	-	-5%
6d	Senior managers communicate the importance of customers in our work	66	22 12	66%	+3%	-4%
7h	The processes in my organisation are designed to support the best experience for customers	53	31 16	53%	+4%	-8%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	67	23 10	67%	+4%	-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
<b>Role clarity and support (total score)</b>			<b>64%</b>	<b>+3%</b>	<b>-3%</b>
1a	I understand what is expected of me to do well in my job	84	84%	+1%	-1%
1b	I get the support I need to do my job well	62	62%	+4%	-3%
1c	I have the tools and technology to do my job well	68	68%	+2%	-3%
1d	I have the time to do my job well	58	58%	+2%	+2%
3e	My performance is assessed against clear criteria	51	51%	+4%	-6%
3f	I have received the training and development I need to do my job well	59	59%	+3%	-6%

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
<b>Job purpose and enrichment (total score)</b>				<b>68%</b>	-	-3%
1e	My job gives me opportunities to use a variety of skills	78	12 10	<b>78%</b>	-	-2%
1f	I have a choice in deciding how I carry out day to day work tasks	71	16 13	<b>71%</b>	-	-2%
3d	In the last 12 months, I have received feedback to help me improve my work	60	20 20	<b>60%</b>	+3%	-5%
5j	My manager communicates how my role contributes to my organisation's purpose	64	22 14	<b>64%</b>	-	-4%

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
<b>Risk and innovation (total score)</b>				<b>71%</b>	<b>+2%</b>	<b>-4%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	85	7 8	<b>85%</b>	0%	-2%
5a	My manager encourages people in my workgroup to keep improving the work they do	73	17 10	<b>73%</b>	+3%	-3%
5h	My manager encourages me to learn from my mistakes	71	21 8	<b>71%</b>	+3%	-2%
7a	My organisation is making improvements to meet future challenges	55	29 16	<b>55%</b>	+1%	-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)				69%	-	-5%
7p	I am confident work health and safety issues I raise will be addressed promptly	71	16 13	71%	-	-6%
7q	There are effective resources in my organisation to support employee wellbeing	66	19 15	66%	-	-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	39	31	30	39%	+3%	-7%

\*See p.34 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
<b>Inclusion and diversity (total score)</b>				<b>71%</b>	<b>+2%</b>	<b>-3%</b>
2c	People in my workgroup treat each other with respect	79	11 10	<b>79%</b>	<b>+5%</b>	<b>-2%</b>
6g	Senior managers support the career advancement of women	63	29 8	<b>63%</b>	<b>+3%</b>	<b>0%</b>
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75	16 9	<b>75%</b>	<b>+1%</b>	<b>-5%</b>
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	76	14 10	<b>76%</b>	<b>0%</b>	<b>-4%</b>
8c	I can speak up and share a different view to others in my organisation	66	18 16	<b>66%</b>	<b>+1%</b>	<b>-3%</b>
8e	I feel that I belong in my organisation	67	21 12	<b>67%</b>	<b>-</b>	<b>-4%</b>

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
<b>Teamwork and collaboration (total score)</b>				<b>65%</b>	<b>+4%</b>	<b>-2%</b>
2a	My workgroup works collaboratively to achieve its goals	77	13 10	<b>77%</b>	<b>+3%</b>	<b>-2%</b>
2b	There is good team spirit in my workgroup	74	13 13	<b>74%</b>	<b>+5%</b>	<b>-2%</b>
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	30 15	<b>56%</b>	<b>+4%</b>	<b>-1%</b>
7c	There is good co-operation between teams across my organisation	53	26 22	<b>53%</b>	<b>+4%</b>	<b>-4%</b>

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
<b>Flexible working (total score)</b>				<b>65%</b>	<b>+1%</b>	<b>-1%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	63	24 13	63%	0%	-2%
8h	My manager supports flexible working in my team	67	21 12	67%	+1%	-1%














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		51%	-3%	+8%
Working more hours over fewer days		10%	-1%	0%
Working additional hours to make up for time off		14%	-2%	-2%
Flexible scheduling for rostered workers		9%	+1%	+1%
Part-time work		8%	0%	-4%
Job sharing		2%	0%	-2%
Working from different locations		17%	-4%	0%
Working from home		52%	0%	-7%
Purchasing annual leave		1%	0%	0%
Leave without pay		4%	-1%	-3%
Study leave		2%	0%	-1%
Other		3%	0%	0%
None of the above		28%	+3%	+6%

<= -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)				38%	+2%	-10%	
7f	I have confidence in the way recruitment decisions are made	33	30	37	33%	+2%	-9%
7g	My organisation generally selects capable people to do the job	44	27	29	44%	+2%	-11%

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
<b>Learning and development (total score)</b>				<b>51%</b>	<b>+3%</b>	<b>-6%</b>
3f	I have received the training and development I need to do my job well	59	23 19	59%	+3%	-6%
3g	I am satisfied with the opportunities available for career development in my organisation	45	23 31	45%	+2%	-5%
7e	My organisation is committed to developing its employees	48	28 24	48%	+3%	-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	39%	-3%	+1%
No	61%	+3%	-1%

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		32%	-2%	+5%
Lack of support from my manager / supervisor		13%	-2%	+2%
Geographic location considerations		31%	-3%	+7%
Personal / family considerations		32%	-2%	+3%
Insufficient training and development		18%	-1%	+4%
Lack of required capabilities or experience		13%	0%	+1%
Lack of support for temporary assignments / secondments		18%	-2%	+4%
The application / recruitment process is too cumbersome or time consuming		22%	-2%	+1%
Other		10%	0%	0%
There are no major barriers to my career progression		25%	+3%	-4%

<= -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	66	16	18	66%	+2%	+7%

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
<b>Recognition (total score)</b>				<b>59%</b>	-	-4%
5g	My manager provides recognition for the work I do	70	16 14	70%	+4%	-3%
7o	I receive adequate recognition for my contributions from my organisation	47	28 25	47%	-	-6%

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
<b>Feedback and performance management (total score)</b>				<b>57%</b>	<b>+3%</b>	<b>-4%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	60	20 20	60%	+3%	-5%
3e	My performance is assessed against clear criteria	51	28 21	51%	+4%	-6%
5h	My manager encourages me to learn from my mistakes	71	21 8	71%	+3%	-2%
5i	My manager appropriately deals with employees who perform poorly	47	30 22	47%	+4%	-2%

				2021 % respondents	difference from 2020	difference from Sector
<b>Performance management process</b>						
3a	I have a performance and development plan that sets out my individual goals			60%	+4%	-14%
3b	I have informal feedback conversations with my manager			75%	+2%	-5%
3c	I have scheduled feedback conversations with my manager			56%	+3%	-9%

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
<b>Senior managers (total score)</b>				<b>55%</b>	<b>+4%</b>	<b>-4%</b>
6a	Senior managers provide clear direction for the future of the organisation	50	28 22	50%	+4%	-5%
6b	Senior managers model the values of my organisation	56	26 17	56%	+4%	-3%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	30 15	56%	+4%	-1%
6d	Senior managers communicate the importance of customers in our work	66	22 12	66%	+3%	-4%
6e	Senior managers keep employees informed about what's going on	52	23 24	52%	+4%	-6%
6f	Senior managers listen to employees	44	29 27	44%	+3%	-5%
6g	Senior managers support the career advancement of women	63	29 8	63%	+3%	0%

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)				56%	+3%	-6%
5f	I have confidence in the decisions my manager makes	71	17 13	71%	+3%	-2%
7d	People in my organisation take responsibility for their own actions	40	31 29	40%	+3%	-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 2020	difference from Sector
<b>Communication and change management (total score)</b>				<b>53%</b>	<b>+3%</b>	<b>-5%</b>
5c	My manager communicates effectively with me	<div><div>73</div><div>14</div><div>13</div></div>		<b>73%</b>	<b>+3%</b>	<b>-2%</b>
6a	Senior managers provide clear direction for the future of the organisation	<div><div>50</div><div>28</div><div>22</div></div>		<b>50%</b>	<b>+4%</b>	<b>-5%</b>
6e	Senior managers keep employees informed about what's going on	<div><div>52</div><div>23</div><div>24</div></div>		<b>52%</b>	<b>+4%</b>	<b>-6%</b>
7b	Change is managed well in my organisation	<div><div>36</div><div>30</div><div>34</div></div>		<b>36%</b>	<b>+2%</b>	<b>-7%</b>

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
<b>Employee voice (total score)</b>				<b>65%</b>	<b>+3%</b>	<b>-4%</b>
5b	My manager listens to what I have to say	76	13 11	<b>76%</b>	<b>+3%</b>	<b>-3%</b>
5d	My manager encourages and values employee input	73	15 12	<b>73%</b>	<b>+3%</b>	<b>-4%</b>
5e	My manager involves my workgroup in decisions about our work	68	17 15	<b>68%</b>	<b>+3%</b>	<b>-4%</b>
6f	Senior managers listen to employees	44	29 27	<b>44%</b>	<b>+3%</b>	<b>-5%</b>
8c	I can speak up and share a different view to others in my organisation	66	18 16	<b>66%</b>	<b>+1%</b>	<b>-3%</b>

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	39	29	32	39%	+3%	-8%

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		20%	-3%	+5%
witnessed bullying		24%	-5%	+2%
experienced bullying		16%	-2%	+2%
witnessed sexual harassment		4%	-	+1%
experienced sexual harassment		5%	0%	+1%
experienced threats or physical harm		8%	0%	+1%
experienced discrimination		13%	-	+2%
experienced racism		5%	-	0%

## 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











# Stronger Communities questions

				2021 % favourable	difference from 2020
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	70	21	9	70%	+1%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	75	18	7	75%	0%
I understand how my work links to the strategic outcomes in my organisation	77	16		77%	0%
All things considered, I feel my organisation provides good support for my mental health and well-being	59	22	19	59%	+3%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	62	33		62%	+1%
My manager is committed to, and supportive of, diverse workgroups	74	21		74%	+1%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	90	8		90%	+1%

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

r = below privacy cut-off

# Stronger Communities questions

What is your role?		2021 % respondents	difference from 2020
Administration		12%	-1%
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)		7%	0%
Custodial Officer		9%	-4%
Youth Worker		1%	-1%
Sheriff's Officer		1%	0%
Community Corrections Officer		4%	0%
Child Protection Caseworker		5%	-1%
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		0%	0%
Caseworker - Helpline		0%	0%
Casework Support Worker		1%	0%
Casework Specialist		1%	0%
Manager - Child Protection (Manager Casework and Manager Client Services)		1%	0%
Permanency Co-ordinator		0%	0%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?	2021 % respondents	difference from 2020
Asset or Property Management	0%	0%
Client Liaison Officer / Client Service Officer (field and HCC)	3%	-1%
Housing Manager / Housing Team Leader	0%	0%
Disability Case Manager	r	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	r	-
Coordinator Accommodation and Respite	r	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager	0%	0%
Large Residential Centre (LRC) Manager	r	-
Legal officer or other legal professional (Legal support, Paralegal)	2%	0%
Disability Clinician	r	-
Disability Team Leader	r	-
Disability Support Worker	r	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	r	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?		2021 % respondents	difference from 2020
Psychologist		1%	0%
Teacher		0%	0%
Biomechanist, Physiotherapist, Performance Analysis, Strength and Conditioning, Physiology		0%	0%
Policy/Program/Project Officer		4%	0%
Policy/Program/Project Manager		2%	0%
Senior Executive Band 1		1%	0%
Senior Executive Band 2 and 3		0%	0%
Sworn police officer - general duties		7%	+4%
Sworn police officer - other		13%	+5%
Non-sworn employee of NSW Police Force		3%	0%
Permanent Fire fighter		4%	0%
Retained Fire fighter		5%	+3%
Other		12%	-1%












<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What role group does your job fit into?		2021 % respondents	difference from 2020
Administration		13%	0%
Business enabler and manager (Legal, IT, Finance, HR)		8%	0%
Child Protection		9%	-3%
Client Service Officer and Manager		7%	-1%
Disability Services		0%	0%
Policy/Project/Program Officer and Managers		6%	0%
Property and Asset Management		1%	0%
Psychologist		1%	0%
Sports Support		0%	0%
Sport Coaches		0%	0%
Senior Executive		1%	0%
Police		21%	+8%
Firefighter		10%	+3%
Other		22%	-6%






<= -5%

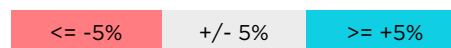
+/- 5%

>= +5%

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# Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people		2021 % respondents	difference from 2020
The Secretary and Deputy Secretaries		2%	0%
My Executive Director and above		9%	0%
My Director and above		23%	-2%
My Manager's Manager and above		41%	+3%
My Manager and above		24%	0%



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
Male	43
Female	46
Non-binary	1
Prefer not to say	10

Age	% respondents
15-34 years	21
35-54 years	50
55+ years	14
Prefer not to say	15

LOTE spoken at home	% respondents
Yes	17
No	77
Prefer not to say	6

Aboriginal and/or Torres Strait Islander	% respondents
Yes	5
No	88
Prefer not to say	7

Disability	% respondents
Yes	5
No	89
Prefer not to say	6

LGBTIQ+	% respondents
Yes	5
No	88
Prefer not to say	7

Employment status	% respondents
Senior executive	3
Ongoing / permanent	83
Temporary	5
Casual	2
Contract-non-executive	2
Labour hire	1
Other	2
Don't know	2

Working arrangement	% respondents
Full-time	89
Part-time	11

Type of work	% respondents
Service delivery involving direct contact with the public	43
Other service delivery work	7
Administrative support	9
Corporate services	9
Policy	1
Research	1
Program and project management support	5
Legal	3
Other	22

Organisation tenure	% respondents
Less than 1 year	8
1 year to less than 2 years	6
2 years to less than 5 years	21
5 years to less than 10 years	17
10 years to less than 20 years	28
More than 20 years	20

Salary	% respondents
\$85,743 and below	29
\$85,744 - \$111,076	35
\$111,077 - \$148,577	20
\$148,578 and above	5
Prefer not to say	10

r = below privacy cut-off

## Selected key topic results by child unit

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

	Report total	Advocate for Children and Young People	Crown Solicitor's Office	Department of Communities and Justice	Fire and Rescue NSW	Multicultural NSW	NSW Institute of Sport	NSW Office of Sport	NSW Police Force	NSW Rural Fire Service	NSW State Emergency Service	NSW Trustee and Guardian	Venues NSW
Employee engagement	65	72	66	65	71	78	66	66	60	60	67	64	74
Wellbeing	69%	79%	69%	70%	77%	74%	74%	73%	64%	59%	69%	66%	82%
Role clarity and support	64%	67%	62%	67%	63%	67%	70%	70%	59%	48%	60%	61%	77%
Inclusion and diversity	71%	84%	81%	73%	72%	80%	75%	76%	67%	60%	73%	74%	86%
Teamwork and collaboration	65%	84%	66%	67%	68%	83%	65%	66%	62%	56%	64%	65%	80%
Learning and development	51%	58%	49%	56%	43%	51%	58%	51%	45%	34%	44%	48%	61%
Senior managers	55%	68%	60%	60%	49%	74%	56%	62%	49%	40%	56%	59%	71%
Communication and change management	53%	54%	53%	58%	48%	71%	57%	58%	45%	38%	52%	57%	66%
Employee voice	65%	72%	74%	69%	66%	80%	71%	74%	58%	56%	70%	71%	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

## 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	65	64	69	48	64	61	66	68	68	66	67
Wellbeing	69%	69%	73%	49%	69%	57%	69%	73%	73%	70%	73%
Role clarity and support	64%	63%	69%	44%	64%	57%	64%	69%	67%	66%	68%
Inclusion and diversity	71%	71%	75%	48%	68%	62%	71%	73%	76%	73%	73%
Teamwork and collaboration	65%	65%	69%	44%	62%	59%	65%	69%	69%	67%	68%
Learning and development	51%	49%	57%	30%	51%	44%	53%	56%	57%	52%	55%
Senior managers	55%	53%	62%	32%	55%	50%	59%	62%	61%	57%	57%
Communication and change management	53%	51%	59%	32%	53%	48%	54%	60%	58%	54%	55%
Employee voice	65%	64%	71%	44%	64%	60%	68%	70%	71%	68%	67%

At least 5 percentage points  
lower than report unit

Within 5 percentage  
points of the report unit

At least 5 percentage points  
higher than report unit

r = below privacy cut-off

## Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	65	63	65	70	72	67	71	71	68	62
Wellbeing	69%	67%	70%	75%	77%	71%	73%	76%	69%	66%
Role clarity and support	64%	61%	66%	74%	73%	67%	67%	71%	64%	61%
Inclusion and diversity	71%	70%	71%	76%	81%	78%	79%	80%	79%	65%
Teamwork and collaboration	65%	64%	64%	71%	74%	75%	71%	75%	70%	59%
Learning and development	51%	49%	52%	58%	61%	55%	58%	58%	55%	47%
Senior managers	55%	52%	56%	64%	70%	67%	67%	69%	62%	50%
Communication and change management	53%	49%	53%	63%	66%	60%	61%	64%	57%	49%
Employee voice	65%	63%	66%	72%	78%	79%	78%	78%	73%	59%



At least 5 percentage points lower than report unit



Within 5 percentage points of the report unit



At least 5 percentage points higher than report unit

r = below privacy cut-off

## Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	65	76	70	66	63	62	63
Wellbeing	69%	81%	75%	71%	68%	66%	67%
Role clarity and support	64%	75%	68%	66%	62%	62%	63%
Inclusion and diversity	71%	82%	76%	73%	68%	68%	71%
Teamwork and collaboration	65%	78%	70%	66%	62%	62%	66%
Learning and development	51%	69%	58%	53%	48%	47%	49%
Senior managers	55%	73%	63%	59%	52%	51%	53%
Communication and change management	53%	72%	62%	56%	50%	48%	49%
Employee voice	65%	81%	73%	69%	64%	62%	62%



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	65	67	67	63	65	60	65	63	61
Wellbeing	69%	72%	72%	71%	71%	64%	72%	64%	68%
Role clarity and support	64%	67%	68%	65%	65%	58%	62%	62%	60%
Inclusion and diversity	71%	76%	74%	70%	70%	65%	72%	68%	66%
Teamwork and collaboration	65%	70%	68%	64%	66%	57%	67%	59%	58%
Learning and development	51%	55%	55%	52%	47%	45%	47%	52%	46%
Senior managers	55%	61%	59%	53%	49%	47%	51%	54%	51%
Communication and change management	53%	57%	57%	49%	49%	44%	51%	51%	48%
Employee voice	65%	71%	69%	63%	64%	59%	67%	59%	60%

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 (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	65	65	59	68	68	63	66	68	60	63
Wellbeing	69%	71%	63%	71%	72%	68%	71%	72%	67%	66%
Role clarity and support	64%	64%	57%	67%	66%	60%	63%	69%	62%	62%
Inclusion and diversity	71%	73%	65%	75%	74%	70%	72%	74%	66%	66%
Teamwork and collaboration	65%	66%	57%	68%	67%	62%	68%	68%	60%	56%
Learning and development	51%	49%	44%	55%	54%	46%	47%	57%	49%	52%
Senior managers	55%	56%	49%	61%	58%	49%	54%	61%	48%	49%
Communication and change management	53%	54%	46%	57%	56%	47%	51%	58%	46%	52%
Employee voice	65%	69%	59%	70%	67%	62%	66%	70%	60%	61%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off



## **Additional information about the survey**

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

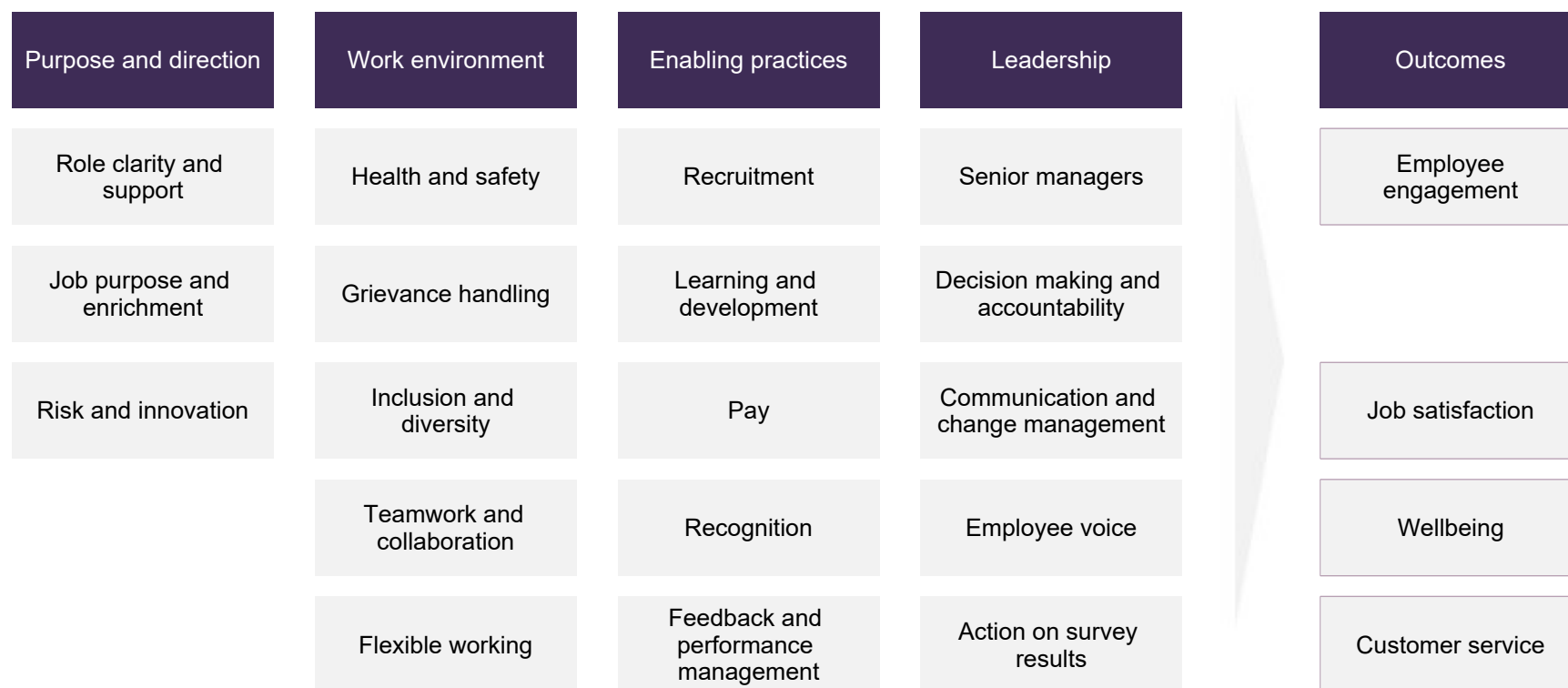
# Survey model

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.

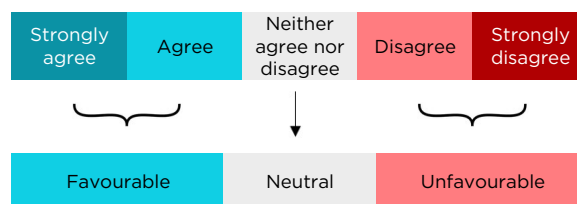


## Privacy

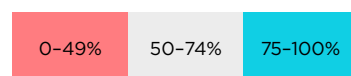
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

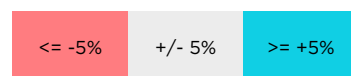


% favourable scores are colour coded based on these ranges:



## 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.				