



2021 | NSW Public Sector
Employee Survey

Agency Report

NSW State Emergency Service

Survey period: 23 August to 17 September 2021

Completed surveys: 447

Response rate: >100%

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

NSW public sector

- Stronger Communities
 - NSW State Emergency Service

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High level results

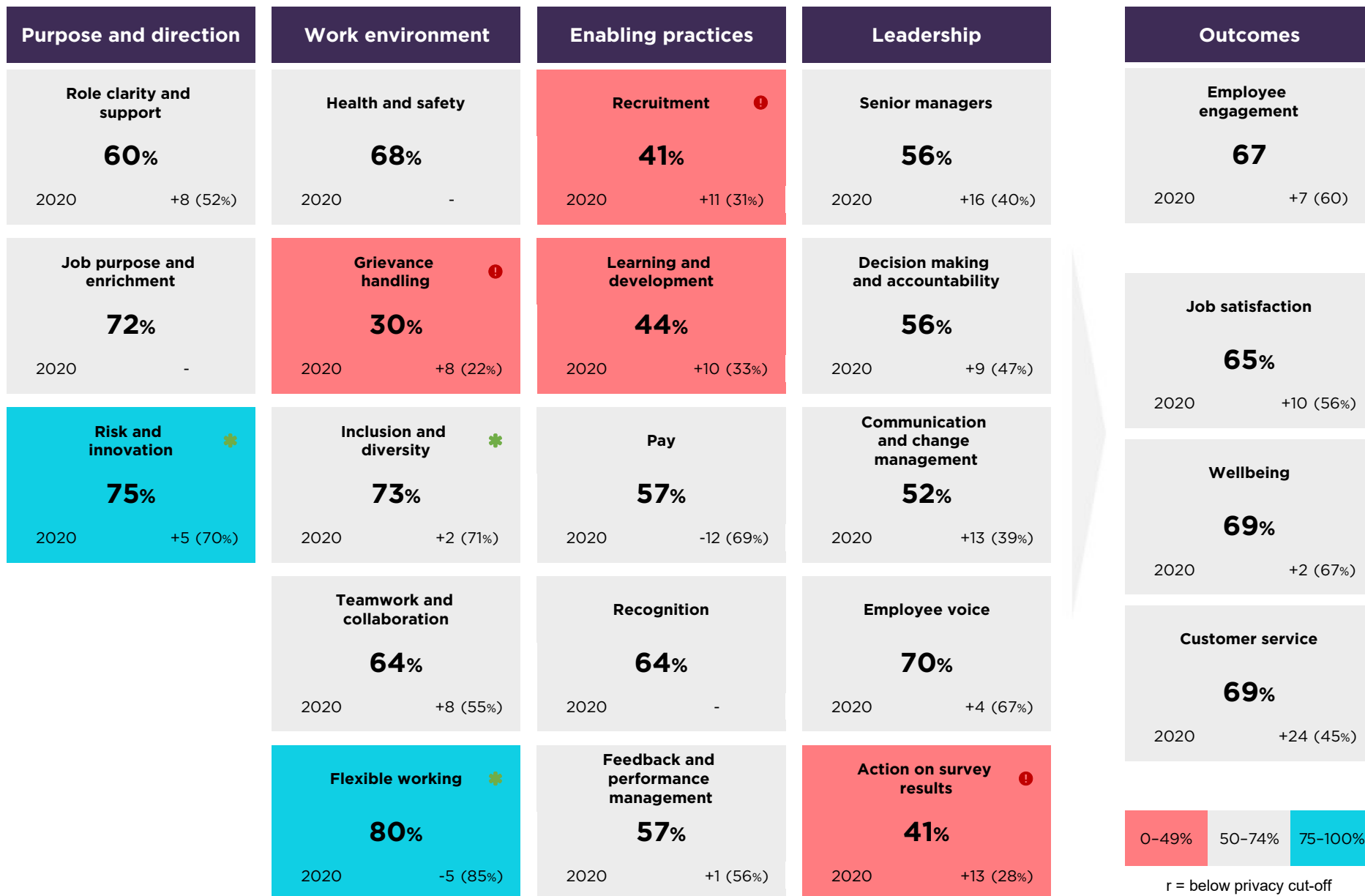
Discover key results and patterns

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	89%	-1%
Customer service	2e	My workgroup considers customer needs when planning our work	84%	-
Inclusion and diversity	2c	People in my workgroup treat each other with respect	82%	-2%
Wellbeing	8d	There are people at work who care about me	82%	-3%
Flexible working	8h	My manager supports flexible working in my team	82%	-3%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	25%	+9%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	30%	+8%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	36%	+12%
Recruitment	7f	I have confidence in the way recruitment decisions are made	37%	+10%
Learning and development	7e	My organisation is committed to developing its employees	39%	+9%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Most and least improved questions

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

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

+ Most improved questions

			2021 % favourable	difference from 2020
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	55%	+24%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	63%	+19%
Senior managers	6b	Senior managers model the values of my organisation	58%	+18%
Employee engagement	7n	My organisation inspires me to do the best in my job	59%	+17%
Employee engagement	7j	I would recommend my organisation as a great place to work	62%	+17%

- Least improved questions

			2021 % favourable	difference from 2020
Pay	4	I am paid fairly for the work I do	57%	-12%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	78%	-8%
Flexible working	8h	My manager supports flexible working in my team	82%	-3%
Wellbeing	8d	There are people at work who care about me	82%	-3%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	82%	-2%

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
Recruitment	7g	My organisation generally selects capable people to do the job	46%	Improve
Learning and development	7e	My organisation is committed to developing its employees	39%	Improve
Senior managers	6b	Senior managers model the values of my organisation	58%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	36%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	50%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	55%	Improve

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Results by topic

Discover more about your results

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability and flexible work to name a few.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee engagement (total score)*				67	+7	0	+3
7j	I would recommend my organisation as a great place to work	62	21 17	62%	+17%	-4%	0%
7k	I am proud to tell others I work for my organisation	79	13 8	79%	+8%	+5%	+9%
7l	I feel a strong personal attachment to my organisation	69	20 11	69%	+7%	+4%	+6%
7m	My organisation motivates me to help it achieve its goals	59	25 16	59%	+16%	0%	+4%
7n	My organisation inspires me to do the best in my job	59	28 14	59%	+17%	-2%	+4%

*See 'Additional information about the survey' for more details on how we calculate the employee engagement score.

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







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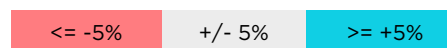
Intention to stay

Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

19n How long do you think you will continue to work in your current organisation?

		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		9%	-4%	+1%	+3%
1 year to less than 2 years		10%	0%	+1%	+3%
2 years to less than 5 years		24%	-2%	+3%	+7%
5 years to less than 10 years		31%	+4%	+6%	+7%
10 years to less than 20 years		18%	0%	-5%	-9%
More than 20 years		8%	+1%	-7%	-11%



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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	difference from Cluster
Job satisfaction (total score)				65%	+10%	-4%	-2%
1g	My job gives me a feeling of personal accomplishment	71	17 13	71%	+12%	-5%	-2%
1h	I feel motivated to contribute more than what is normally required at work	70	16 14	70%	+7%	-1%	+1%
1i	I am satisfied with my job	66	18 16	66%	+12%	-5%	-4%
1n	I find my life at work fulfilling	55	30 15	55%	+9%	-6%	-3%

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	difference from Cluster
Wellbeing (total score)				69%	+2%	0%	0%
1j	I can keep my work stress at an acceptable level	67	17 16	67%	+8%	+5%	+3%
1m	In general, my sense of wellbeing is...	60	30 10	60%	+1%	-4%	-4%
8d	There are people at work who care about me	82	12	82%	-3%	-1%	+3%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Customer service (total score)				69%	+24%	-4%	0%
1k	I am empowered to make the decisions needed to help customers and/or communities	65	20 15	65%	-	-6%	-6%
2d	People in my workgroup can explain how their work impacts customers	80	12 8	80%	-	-1%	+3%
2e	My workgroup considers customer needs when planning our work	84	9 7	84%	-	0%	+6%
6d	Senior managers communicate the importance of customers in our work	63	22 15	63%	+19%	-7%	-3%
7h	The processes in my organisation are designed to support the best experience for customers	40	32 27	40%	+14%	-20%	-13%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	78	13 9	78%	+14%	+8%	+12%

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

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Role clarity and support

Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Role clarity and support (total score)				60%	+8%	-7%	-4%
1a	I understand what is expected of me to do well in my job	76	13 11	76%	+6%	-10%	-9%
1b	I get the support I need to do my job well	61	19 20	61%	+9%	-5%	-2%
1c	I have the tools and technology to do my job well	63	18 19	63%	+3%	-8%	-4%
1d	I have the time to do my job well	58	20 23	58%	+13%	+1%	-1%
3e	My performance is assessed against clear criteria	52	28 20	52%	+3%	-5%	+1%
3f	I have received the training and development I need to do my job well	50	25 26	50%	+11%	-15%	-9%

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

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Job purpose and enrichment

Purpose and direction

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				72%	-	0%	+3%
1e	My job gives me opportunities to use a variety of skills	79	9 12	79%	-	-2%	0%
1f	I have a choice in deciding how I carry out day to day work tasks	78	13 9	78%	-	+5%	+7%
3d	In the last 12 months, I have received feedback to help me improve my work	59	22 18	59%	-1%	-5%	-1%
5j	My manager communicates how my role contributes to my organisation's purpose	71	17 13	71%	-	+3%	+7%

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

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Risk and innovation

Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	
Risk and innovation (total score)				75%	+5%	0%	+4%	
1l	I am comfortable notifying my manager if I become aware of any risks at work	89	7	89%	-1%	+2%	+4%	
5a	My manager encourages people in my workgroup to keep improving the work they do	76	14	9	76%	+3%	0%	+4%
5h	My manager encourages me to learn from my mistakes	72	20	9	72%	+2%	-1%	+1%
7a	My organisation is making improvements to meet future challenges	62	25	13	62%	+16%	0%	+7%

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

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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Health and safety (total score)				68%	-	-5%	0%
7p	I am confident work health and safety issues I raise will be addressed promptly	69	17 14	69%	-	-8%	-2%
7q	There are effective resources in my organisation to support employee wellbeing	68	19 13	68%	-	-2%	+2%

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

r = below privacy cut-off

Grievance handling

Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
10	I have confidence in the ways my organisation handles grievances	30	38	32	30%	+8%	-16%	-9%

*See p.35 for related results on negative workplace behaviours.

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

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Inclusion and diversity

Work environment

An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Inclusion and diversity (total score)				73%	+2%	-1%	+2%
2c	People in my workgroup treat each other with respect	82	9 9	82%	-2%	+1%	+4%
6g	Senior managers support the career advancement of women	62	31 7	62%	+9%	-1%	-1%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	78	13 9	78%	+2%	-2%	+3%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	77	14 8	77%	+2%	-3%	+2%
8c	I can speak up and share a different view to others in my organisation	70	15 15	70%	+5%	+1%	+4%
8e	I feel that I belong in my organisation	68	18 13	68%	-	-2%	+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	difference from Cluster
Teamwork and collaboration (total score)				64%	+8%	-4%	-1%
2a	My workgroup works collaboratively to achieve its goals	79	11 11	79%	0%	-1%	+1%
2b	There is good team spirit in my workgroup	76	13 11	76%	+3%	+1%	+2%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	58	28 15	58%	+14%	+1%	+2%
7c	There is good co-operation between teams across my organisation	40	27 33	40%	+17%	-17%	-12%

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	difference from Cluster
Flexible working (total score)				80%	-5%	+14%	+15%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	78	16	78%	-8%	+14%	+15%
8h	My manager supports flexible working in my team	82	12	82%	-3%	+14%	+15%

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	difference from Cluster
Flexible start and finish times		75%	-11%	+31%	+23%
Working more hours over fewer days		23%	0%	+13%	+13%
Working additional hours to make up for time off		29%	-9%	+12%	+15%
Flexible scheduling for rostered workers		8%	-1%	0%	-1%
Part-time work		6%	-1%	-6%	-2%
Job sharing		r	-	-	-
Working from different locations		30%	-8%	+13%	+13%
Working from home		78%	-11%	+19%	+26%
Purchasing annual leave		r	-	-	-
Leave without pay		3%	-1%	-4%	-1%
Study leave		r	-	-	-
Other		2%	-1%	0%	0%
None of the above		13%	+9%	-8%	-15%

<= -5%

+/- 5%

>= +5%

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Recruitment refers to the process of attracting, screening, and onboarding people.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recruitment (total score)					41%	+11%	-7%	+3%
7f	I have confidence in the way recruitment decisions are made	37	33	30	37%	+10%	-4%	+4%
7g	My organisation generally selects capable people to do the job	46	29	25	46%	+12%	-9%	+1%

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	difference from Cluster	
Learning and development (total score)				44%	+10%	-13%	-7%	
3f	I have received the training and development I need to do my job well	50	25	26	50%	+11%	-15%	-9%
3g	I am satisfied with the opportunities available for career development in my organisation	42	24	34	42%	+10%	-9%	-4%
7e	My organisation is committed to developing its employees	39	34	27	39%	+9%	-16%	-9%

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	difference from Cluster
Yes	45%	-6%	+7%	+6%
No	55%	+6%	-7%	-6%

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

Lack of visible opportunities		31%	-5%	+2%	0%
Lack of promotion opportunities		28%	-10%	+1%	-4%
Lack of support from my manager / supervisor		13%	0%	+2%	0%
Geographic location considerations		37%	-13%	+14%	+7%
Personal / family considerations		32%	-9%	+3%	0%
Insufficient training and development		22%	-6%	+8%	+4%
Lack of required capabilities or experience		12%	-1%	0%	-1%
Lack of support for temporary assignments / secondments		17%	-8%	+4%	-1%
The application / recruitment process is too cumbersome or time consuming		27%	-4%	+6%	+5%
Other		8%	0%	-2%	-2%
There are no major barriers to my career progression		24%	+4%	-5%	-1%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	
4	I am paid fairly for the work I do	57	22	21	57%	-12%	-2%	-8%

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	difference from Cluster
Recognition (total score)				64%	-	+1%	+5%
5g	My manager provides recognition for the work I do	77	12 12	77%	+1%	+4%	+7%
7o	I receive adequate recognition for my contributions from my organisation	50	29 21	50%	-	-3%	+3%

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	difference from Cluster
Feedback and performance management (total score)				57%	+1%	-4%	0%
3d	In the last 12 months, I have received feedback to help me improve my work	59	22 18	59%	-1%	-5%	-1%
3e	My performance is assessed against clear criteria	52	28 20	52%	+3%	-5%	+1%
5h	My manager encourages me to learn from my mistakes	72	20 9	72%	+2%	-1%	+1%
5i	My manager appropriately deals with employees who perform poorly	46	36 18	46%	+1%	-4%	-2%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Performance management process							
3a	I have a performance and development plan that sets out my individual goals	68%		68%	-13%	-5%	+8%
3b	I have informal feedback conversations with my manager	78%		78%	-10%	-2%	+3%
3c	I have scheduled feedback conversations with my manager	63%		63%	-8%	-2%	+7%

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

r = below privacy cut-off

Senior managers Leadership

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Senior managers (total score)				56%	+16%	-3%	0%
6a	Senior managers provide clear direction for the future of the organisation	55	24 22	55%	+24%	0%	+5%
6b	Senior managers model the values of my organisation	58	25 18	58%	+18%	-1%	+1%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	58	28 15	58%	+14%	+1%	+2%
6d	Senior managers communicate the importance of customers in our work	63	22 15	63%	+19%	-7%	-3%
6e	Senior managers keep employees informed about what's going on	49	24 27	49%	+16%	-10%	-3%
6f	Senior managers listen to employees	46	28 26	46%	+11%	-4%	+1%
6g	Senior managers support the career advancement of women	62	31 7	62%	+9%	-1%	-1%

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	difference from Cluster
Decision making and accountability (total score)				56%	+9%	-5%	+1%
5f	I have confidence in the decisions my manager makes	76	13 11	76%	+5%	+3%	+5%
7d	People in my organisation take responsibility for their own actions	36	33 31	36%	+12%	-14%	-4%

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	difference from Cluster
Communication and change management (total score)				52%	+13%	-6%	-1%
5c	My manager communicates effectively with me	77	12 12	77%	+1%	+2%	+3%
6a	Senior managers provide clear direction for the future of the organisation	55	24 22	55%	+24%	0%	+5%
6e	Senior managers keep employees informed about what's going on	49	24 27	49%	+16%	-10%	-3%
7b	Change is managed well in my organisation	25	34 41	25%	+9%	-18%	-11%

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	difference from Cluster
Employee voice (total score)				70%	+4%	+1%	+5%
5b	My manager listens to what I have to say	81	10 8	81%	0%	+3%	+6%
5d	My manager encourages and values employee input	79	9 12	79%	+2%	+2%	+6%
5e	My manager involves my workgroup in decisions about our work	74	13 13	74%	0%	+3%	+6%
6f	Senior managers listen to employees	46	28 26	46%	+11%	-4%	+1%
8c	I can speak up and share a different view to others in my organisation	70	15 15	70%	+5%	+1%	+4%

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	difference from Cluster
9	I am confident my organisation will act on the results of this survey	41	28	31	41%	+13%	-6%	+1%

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

r = below privacy cut-off

Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation		23%	-3%	+7%	+2%
witnessed bullying		23%	-7%	+1%	-1%
experienced bullying		14%	-2%	0%	-2%
witnessed sexual harassment		3%	-	0%	-1%
experienced sexual harassment		5%	+1%	+1%	0%
experienced threats or physical harm		r	-	-	-
experienced discrimination		12%	-	+2%	0%
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

Stronger Communities questions

				2021 % favourable	difference from 2020	difference from Cluster
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	77	15	8	77%	+8%	+7%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	78	16		78%	+12%	+4%
I understand how my work links to the strategic outcomes in my organisation	79	13	8	79%	+19%	+2%
All things considered, I feel my organisation provides good support for my mental health and well-being	66	21	13	66%	+12%	+7%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	71	25		71%	+4%	+9%
My manager is committed to, and supportive of, diverse workgroups	78	18		78%	-2%	+4%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	90	7		90%	-2%	+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	difference from Cluster
Administration		17%	-3%	+5%
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)		24%	-9%	+17%
Custodial Officer		r	-	-
Youth Worker		r	-	-
Sheriff's Officer		r	-	-
Community Corrections Officer		r	-	-
Child Protection Caseworker		r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		r	-	-
Caseworker - Helpline		r	-	-
Casework Support Worker		r	-	-
Casework Specialist		r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)		r	-	-
Permanency Co-ordinator		r	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Stronger Communities questions

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Asset or Property Management	3%	+1%	+2%
Client Liaison Officer / Client Service Officer (field and HCC)	r	-	-
Housing Manager / Housing Team Leader	r	-	-
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	r	-	-
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal)	r	-	-
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	difference from Cluster
Psychologist		r	-	-
Teacher		r	-	-
Biomechanist, Physiotherapist, Performance Analysis, Strength and Conditioning, Physiology		r	-	-
Policy/Program/Project Officer		8%	+1%	+4%
Policy/Program/Project Manager		4%	-1%	+2%
Senior Executive Band 1		r	-	-
Senior Executive Band 2 and 3		r	-	-
Sworn police officer - general duties		r	-	-
Sworn police officer - other		r	-	-
Non-sworn employee of NSW Police Force		r	-	-
Permanent Fire fighter		r	-	-
Retained Fire fighter		r	-	-
Other		41%	+10%	+29%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Stronger Communities questions

What role group does your job fit into?	2021 % respondents	difference from 2020	difference from Cluster
Administration	16%	-2%	+3%
Business enabler and manager (Legal, IT, Finance, HR)	20%	-13%	+12%
Child Protection	r	-	-
Client Service Officer and Manager	r	-	-
Disability Services	r	-	-
Policy/Project/Program Officer and Managers	9%	0%	+2%
Property and Asset Management	4%	+1%	+3%
Psychologist	r	-	-
Sports Support	r	-	-
Sport Coaches	r	-	-
Senior Executive	r	-	-
Police	r	-	-
Firefighter	r	-	-
Other	48%	+12%	+26%

<= -5%




+/- 5%

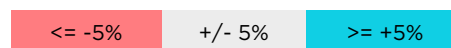
>= +5%

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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	difference from Cluster
The Secretary and Deputy Secretaries		r	-	-
My Executive Director and above		r	-	-
My Director and above		30%	-2%	+7%
My Manager's Manager and above		37%	-5%	-3%
My Manager and above		23%	+4%	-1%



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	46	Yes	3	Service delivery involving direct contact with the public	25
Female	46	No	91	Other service delivery work	10
Non-binary	r	Prefer not to say	6	Administrative support	8
Prefer not to say	7			Corporate services	26
		Employment status		Policy	r
Age		Senior executive	3	Research	r
15-34 years	11	Ongoing / permanent	70	Program and project management support	10
35-54 years	56	Temporary	7	Legal	r
55+ years	22	Casual	4	Other	18
Prefer not to say	11	Contract-non-executive	5		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	5	Less than 1 year	18
Yes	12	Don't know	6	1 year to less than 2 years	10
No	84	Working arrangement		2 years to less than 5 years	16
Prefer not to say	4	Full-time	82	5 years to less than 10 years	23
		Part-time	18	10 years to less than 20 years	25
Aboriginal and/or Torres Strait Islander				More than 20 years	9
Yes	4			Salary	
No	89			\$85,743 and below	26
Prefer not to say	7			\$85,744 - \$111,076	39
				\$111,077 - \$148,577	16
Disability				\$148,578 and above	6
Yes	9			Prefer not to say	13
No	86				
Prefer not to say	5				

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	Corporate Services	Finance, Asset & Business Services	Information & Communications Technology	Metro Operations	Operational Capability and Training	People & Development	Regional Operations
Employee engagement	67	77	65	67	68	71	66	62
Wellbeing	69%	77%	61%	68%	76%	72%	75%	62%
Role clarity and support	60%	69%	56%	67%	60%	64%	64%	47%
Inclusion and diversity	73%	87%	68%	78%	73%	75%	75%	65%
Teamwork and collaboration	64%	76%	58%	66%	66%	66%	72%	54%
Learning and development	44%	52%	32%	48%	48%	45%	38%	39%
Senior managers	56%	75%	49%	67%	53%	59%	58%	44%
Communication and change management	52%	61%	45%	62%	48%	58%	57%	41%
Employee voice	70%	87%	62%	78%	67%	79%	77%	58%

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	67	67	70	r	58	66	71	70	68	69	69
Wellbeing	69%	70%	74%	r	60%	59%	74%	78%	67%	74%	70%
Role clarity and support	60%	61%	62%	r	45%	55%	55%	66%	64%	63%	59%
Inclusion and diversity	73%	76%	75%	r	68%	66%	72%	75%	74%	77%	76%
Teamwork and collaboration	64%	65%	66%	r	50%	61%	65%	70%	63%	67%	66%
Learning and development	44%	47%	42%	r	35%	49%	36%	50%	48%	47%	43%
Senior managers	56%	57%	57%	r	53%	53%	59%	65%	60%	62%	50%
Communication and change management	52%	54%	53%	r	45%	48%	48%	58%	52%	56%	51%
Employee voice	70%	70%	74%	r	59%	63%	71%	75%	73%	75%	68%

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	67	64	71	r	67	r	r	72	r	66
Wellbeing	69%	68%	74%	r	72%	r	r	67%	r	65%
Role clarity and support	60%	55%	70%	r	65%	r	r	59%	r	53%
Inclusion and diversity	73%	69%	80%	r	78%	r	r	75%	r	67%
Teamwork and collaboration	64%	61%	69%	r	65%	r	r	66%	r	62%
Learning and development	44%	43%	52%	r	40%	r	r	43%	r	42%
Senior managers	56%	45%	62%	r	61%	r	r	62%	r	55%
Communication and change management	52%	46%	58%	r	56%	r	r	53%	r	50%
Employee voice	70%	64%	71%	r	78%	r	r	74%	r	68%

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	67	79	69	66	63	62	69
Wellbeing	69%	79%	77%	64%	68%	70%	67%
Role clarity and support	60%	73%	69%	61%	56%	57%	52%
Inclusion and diversity	73%	86%	79%	74%	66%	70%	74%
Teamwork and collaboration	64%	79%	72%	66%	56%	58%	60%
Learning and development	44%	62%	57%	47%	32%	36%	39%
Senior managers	56%	78%	69%	62%	49%	46%	41%
Communication and change management	52%	72%	68%	54%	44%	44%	44%
Employee voice	70%	87%	79%	68%	66%	69%	64%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

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	67	74	78	69	r	77	r	r	r
Wellbeing	69%	80%	83%	69%	r	73%	r	r	r
Role clarity and support	60%	60%	71%	62%	r	55%	r	r	r
Inclusion and diversity	73%	80%	74%	73%	r	85%	r	r	r
Teamwork and collaboration	64%	75%	71%	69%	r	66%	r	r	r
Learning and development	44%	45%	58%	62%	r	36%	r	r	r
Senior managers	56%	55%	75%	58%	r	60%	r	r	r
Communication and change management	52%	53%	67%	50%	r	55%	r	r	r
Employee voice	70%	73%	73%	69%	r	76%	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	67	68	r	r	r	r	r	r	r	r
Wellbeing	69%	72%	r	r	r	r	r	r	r	r
Role clarity and support	60%	64%	r	r	r	r	r	r	r	r
Inclusion and diversity	73%	75%	r	r	r	r	r	r	r	r
Teamwork and collaboration	64%	66%	r	r	r	r	r	r	r	r
Learning and development	44%	43%	r	r	r	r	r	r	r	r
Senior managers	56%	61%	r	r	r	r	r	r	r	r
Communication and change management	52%	56%	r	r	r	r	r	r	r	r
Employee voice	70%	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

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.

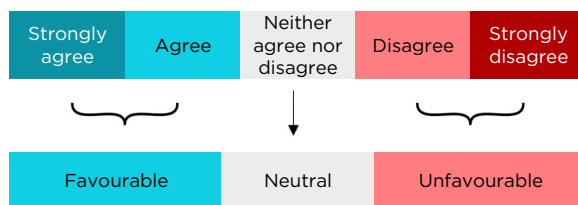


Privacy

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.

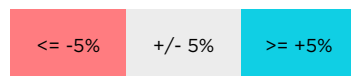


% favourable scores are colour coded based on these ranges:



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.				