



## 2021 | NSW Public Sector Employee Survey

### Agency Report

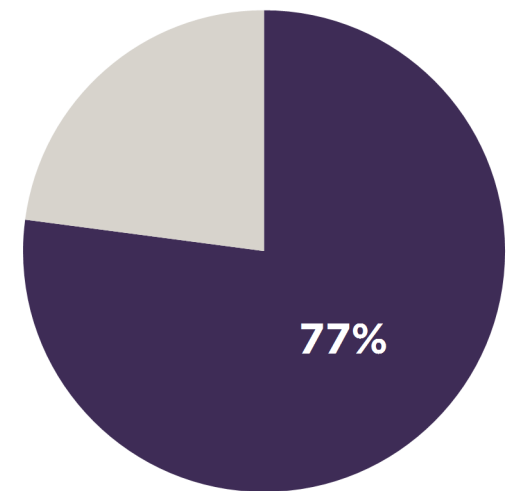
# NSW Institute of Sport

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

**Completed surveys:** 74

**Response rate:** 77%

### Response rate:



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

### NSW public sector

- Stronger Communities
  - NSW Institute of Sport

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## High level results

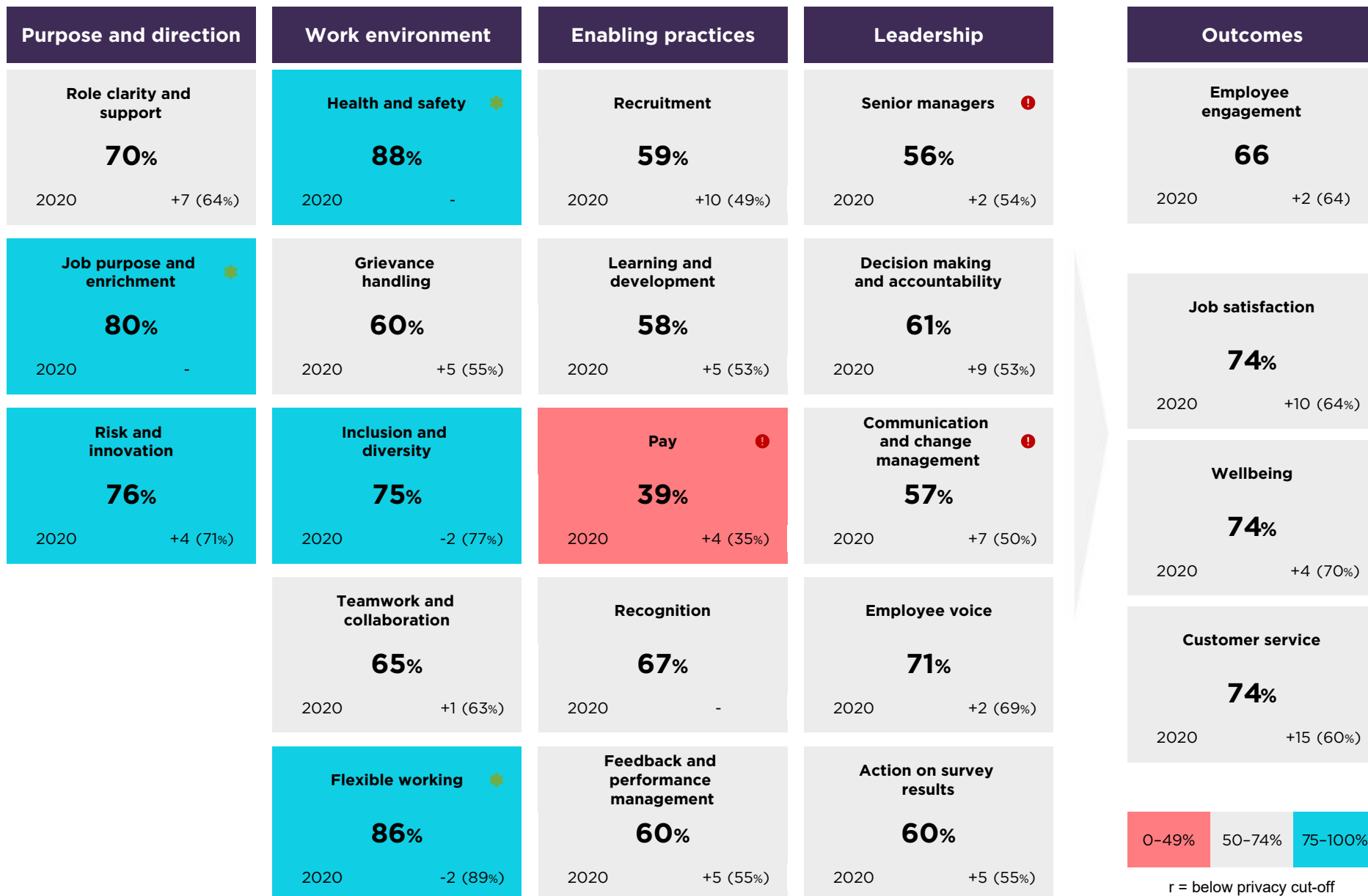
Discover key results and patterns

# 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
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	92%	-
Health and safety	7p	I am confident work health and safety issues I raise will be addressed promptly	90%	-
Customer service	2e	My workgroup considers customer needs when planning our work	88%	-
Customer service	2d	People in my workgroup can explain how their work impacts customers	86%	-
Inclusion and diversity	8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	86%	-1%

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Pay	4	I am paid fairly for the work I do	39%	+4%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	41%	-1%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	41%	-5%
Communication and change management	7b	Change is managed well in my organisation	41%	+4%
Senior managers	6b	Senior managers model the values of my organisation	47%	-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
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	81%	+16%
Role clarity and support	1b	I get the support I need to do my job well	74%	+15%
Wellbeing	1j	I can keep my work stress at an acceptable level	78%	+15%
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	63%	+14%
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	74%	+13%

## - Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1c	I have the tools and technology to do my job well	74%	-11%
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	70%	-9%
Wellbeing	1m	In general, my sense of wellbeing is...	59%	-6%
Inclusion and diversity / Senior managers	6g	Senior managers support the career advancement of women	57%	-5%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	41%	-5%

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
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	<b>49%</b>	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	<b>65%</b>	Improve
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	<b>59%</b>	Improve
Communication and change management	7b	Change is managed well in my organisation	<b>41%</b>	Improve
Senior managers	6b	Senior managers model the values of my organisation	<b>47%</b>	Improve
Employee voice / Inclusion and diversity	8c	I can speak up and share a different view to others in my organisation	<b>72%</b>	Maintain

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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
<b>Employee engagement (total score)*</b>				<b>66</b>	<b>+2</b>	<b>-1</b>	<b>+2</b>
7j	I would recommend my organisation as a great place to work	64	18 18	64%	+3%	-2%	+2%
7k	I am proud to tell others I work for my organisation	74	19 7	74%	-2%	0%	+4%
7l	I feel a strong personal attachment to my organisation	62	19 19	62%	+3%	-3%	-1%
7m	My organisation motivates me to help it achieve its goals	66	11 23	66%	+5%	+6%	+11%
7n	My organisation inspires me to do the best in my job	62	18 21	62%	+3%	+1%	+7%

\*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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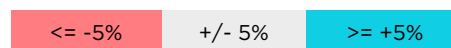
# Intention to stay

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		19%	+1%	+11%	+13%
1 year to less than 2 years		r	-	-	-
2 years to less than 5 years		43%	+11%	+23%	+26%
5 years to less than 10 years		19%	0%	-6%	-5%
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	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>74%</b>	<b>+10%</b>	<b>+4%</b>	<b>+7%</b>
1g	My job gives me a feeling of personal accomplishment	81	12 7	<b>81%</b>	<b>+16%</b>	<b>+5%</b>	<b>+8%</b>
1h	I feel motivated to contribute more than what is normally required at work	74	8 18	<b>74%</b>	<b>+7%</b>	<b>+3%</b>	<b>+6%</b>
1i	I am satisfied with my job	77	11 12	<b>77%</b>	<b>+7%</b>	<b>+6%</b>	<b>+7%</b>
1n	I find my life at work fulfilling	64	27 9	<b>64%</b>	<b>+9%</b>	<b>+3%</b>	<b>+6%</b>

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)				74%	+4%	+5%	+5%
1j	I can keep my work stress at an acceptable level	78	15 7	78%	+15%	+17%	+15%
1m	In general, my sense of wellbeing is...	59	36	59%	-6%	-4%	-4%
8d	There are people at work who care about me	85	14	85%	+3%	+2%	+5%

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
<b>Customer service (total score)</b>				<b>74%</b>	<b>+15%</b>	<b>+1%</b>	<b>+5%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	76	15 9	76%	-	+5%	+5%
2d	People in my workgroup can explain how their work impacts customers	86	9	86%	-	+5%	+9%
2e	My workgroup considers customer needs when planning our work	88	11	88%	-	+4%	+10%
6d	Senior managers communicate the importance of customers in our work	72	16 12	72%	+7%	+1%	+6%
7h	The processes in my organisation are designed to support the best experience for customers	63	22 15	63%	+14%	+2%	+10%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	60	36	60%	-5%	-10%	-6%

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
<b>Role clarity and support (total score)</b>				<b>70%</b>	<b>+7%</b>	<b>+3%</b>	<b>+6%</b>
1a	I understand what is expected of me to do well in my job	80	11 9	80%	+10%	-6%	-5%
1b	I get the support I need to do my job well	74	11 15	74%	+15%	+8%	+12%
1c	I have the tools and technology to do my job well	74	12 14	74%	-11%	+3%	+6%
1d	I have the time to do my job well	77	14 9	77%	+12%	+21%	+19%
3e	My performance is assessed against clear criteria	51	29 21	51%	+6%	-7%	-1%
3f	I have received the training and development I need to do my job well	65	22 14	65%	+6%	0%	+6%

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
<b>Job purpose and enrichment (total score)</b>				<b>80%</b>	-	+8%	+11%
1e	My job gives me opportunities to use a variety of skills	85	8 7	85%	-	+4%	+7%
1f	I have a choice in deciding how I carry out day to day work tasks	92		92%	-	+19%	+21%
3d	In the last 12 months, I have received feedback to help me improve my work	74	20	74%	+13%	+9%	+14%
5j	My manager communicates how my role contributes to my organisation's purpose	68	20 12	68%	-	0%	+4%

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

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Risk and innovation (total score)</b>				<b>76%</b>	<b>+4%</b>	<b>+1%</b>	<b>+5%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	82	11 7	82%	-2%	-5%	-3%
5a	My manager encourages people in my workgroup to keep improving the work they do	78	15 7	78%	+5%	+2%	+6%
5h	My manager encourages me to learn from my mistakes	74	22	74%	+6%	+2%	+4%
7a	My organisation is making improvements to meet future challenges	67	23 10	67%	+9%	+5%	+12%

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	difference from Cluster
Health and safety (total score)			88%	-	+15%	+20%
7p	I am confident work health and safety issues I raise will be addressed promptly	90	90%	-	+14%	+20%
7q	There are effective resources in my organisation to support employee wellbeing	86	86%	-	+16%	+20%

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	difference from Cluster	
10	I have confidence in the ways my organisation handles grievances	60	29	11	60%	+5%	+14%	+21%

\*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	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>75%</b>	-2%	+1%	+4%
2c	People in my workgroup treat each other with respect	82	9 8	82%	+5%	+1%	+4%
6g	Senior managers support the career advancement of women	57	38	57%	-5%	-6%	-6%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84	11	84%	+2%	+5%	+9%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	86	14	86%	-1%	+6%	+11%
8c	I can speak up and share a different view to others in my organisation	72	15 14	72%	-3%	+2%	+6%
8e	I feel that I belong in my organisation	66	20 14	66%	-	-5%	-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
<b>Teamwork and collaboration (total score)</b>				<b>65%</b>	<b>+1%</b>	<b>-3%</b>	<b>0%</b>
2a	My workgroup works collaboratively to achieve its goals	70	20 9	70%	-9%	-9%	-7%
2b	There is good team spirit in my workgroup	74	16 9	74%	+7%	-1%	+1%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	57	27 16	57%	-3%	0%	+1%
7c	There is good co-operation between teams across my organisation	58	18 25	58%	+10%	+1%	+5%

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
<b>Flexible working (total score)</b>				<b>86%</b>	-2%	+20%	+22%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	86	11	86%	-1%	+22%	+24%
8h	My manager supports flexible working in my team	86	9	86%	-4%	+18%	+19%

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	<div></div>	84%	-3%	+40%	+32%
Working more hours over fewer days	<div></div>	20%	-15%	+11%	+10%
Working additional hours to make up for time off	<div></div>	23%	-7%	+6%	+9%
Flexible scheduling for rostered workers		r	-	-	-
Part-time work		r	-	-	-
Job sharing		r	-	-	-
Working from different locations	<div></div>	57%	-9%	+40%	+40%
Working from home	<div></div>	89%	-1%	+30%	+37%
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	difference from Cluster
<b>Recruitment (total score)</b>				<b>59%</b>	<b>+10%</b>	<b>+11%</b>	<b>+21%</b>
7f	I have confidence in the way recruitment decisions are made	53	18 29	53%	+12%	+12%	+21%
7g	My organisation generally selects capable people to do the job	65	14 21	65%	+9%	+10%	+21%

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
<b>Learning and development (total score)</b>				<b>58%</b>	<b>+5%</b>	<b>+1%</b>	<b>+7%</b>
3f	I have received the training and development I need to do my job well	65	22 14	65%	+6%	0%	+6%
3g	I am satisfied with the opportunities available for career development in my organisation	41	28 31	41%	-1%	-10%	-5%
7e	My organisation is committed to developing its employees	68	15 16	68%	+9%	+13%	+20%

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	31%	-2%	-7%	-8%
No	69%	+2%	+7%	+8%

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

Lack of visible opportunities		30%	-19%	+1%	-1%
Lack of promotion opportunities		44%	-2%	+16%	+12%
Lack of support from my manager / supervisor		r	-	-	-
Geographic location considerations		17%	+4%	-7%	-14%
Personal / family considerations		24%	+3%	-5%	-8%
Insufficient training and development		r	-	-	-
Lack of required capabilities or experience		r	-	-	-
Lack of support for temporary assignments / secondments		r	-	-	-
The application / recruitment process is too cumbersome or time consuming		r	-	-	-
Other		r	-	-	-
There are no major barriers to my career progression		25%	-1%	-3%	+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	39	20	41	39%	+4%	-20%	-26%

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
<b>Recognition (total score)</b>				<b>67%</b>	-	+4%	+8%
5g	My manager provides recognition for the work I do	72	19 9	72%	+8%	-1%	+2%
7o	I receive adequate recognition for my contributions from my organisation	62	23 15	62%	-	+9%	+15%

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
<b>Feedback and performance management (total score)</b>				<b>60%</b>	<b>+5%</b>	<b>-1%</b>	<b>+3%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	74	20	74%	+13%	+9%	+14%
3e	My performance is assessed against clear criteria	51	29	51%	+6%	-7%	-1%
5h	My manager encourages me to learn from my mistakes	74	22	74%	+6%	+2%	+4%
5i	My manager appropriately deals with employees who perform poorly	41	43	41%	-5%	-9%	-7%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
<b>Performance management process</b>							
3a	I have a performance and development plan that sets out my individual goals			95%	+9%	+21%	+35%
3b	I have informal feedback conversations with my manager			81%	+3%	+1%	+6%
3c	I have scheduled feedback conversations with my manager			88%	+13%	+23%	+32%

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	difference from Cluster
<b>Senior managers (total score)</b>				<b>56%</b>	<b>+2%</b>	<b>-3%</b>	<b>0%</b>
6a	Senior managers provide clear direction for the future of the organisation	49	31 20	49%	+2%	-6%	-1%
6b	Senior managers model the values of my organisation	47	31 22	47%	-1%	-12%	-9%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	57	27 16	57%	-3%	0%	+1%
6d	Senior managers communicate the importance of customers in our work	72	16 12	72%	+7%	+1%	+6%
6e	Senior managers keep employees informed about what's going on	59	22 19	59%	+10%	0%	+6%
6f	Senior managers listen to employees	49	30 21	49%	0%	0%	+5%
6g	Senior managers support the career advancement of women	57	38	57%	-5%	-6%	-6%

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)				61%	+9%	0%	+6%
5f	I have confidence in the decisions my manager makes	74	15 11	74%	+10%	+2%	+4%
7d	People in my organisation take responsibility for their own actions	48	37 15	48%	+7%	-2%	+8%

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
<b>Communication and change management (total score)</b>				<b>57%</b>	<b>+7%</b>	<b>-1%</b>	<b>+4%</b>
5c	My manager communicates effectively with me	80	7 14	80%	+12%	+5%	+6%
6a	Senior managers provide clear direction for the future of the organisation	49	31 20	49%	+2%	-6%	-1%
6e	Senior managers keep employees informed about what's going on	59	22 19	59%	+10%	0%	+6%
7b	Change is managed well in my organisation	41	27 32	41%	+4%	-2%	+5%

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
<b>Employee voice (total score)</b>				<b>71%</b>	<b>+2%</b>	<b>+2%</b>	<b>+5%</b>
5b	My manager listens to what I have to say	84	12	84%	+9%	+5%	+8%
5d	My manager encourages and values employee input	77	11	77%	+4%	+1%	+5%
5e	My manager involves my workgroup in decisions about our work	72	15	72%	-1%	0%	+4%
6f	Senior managers listen to employees	49	30	49%	0%	0%	+5%
8c	I can speak up and share a different view to others in my organisation	72	15	72%	-3%	+2%	+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	difference from Cluster
9	I am confident my organisation will act on the results of this survey	60	18	22	60%	+5%	+13%	+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	difference from Cluster
been aware of any misconduct in your organisation	r	-	-	-
witnessed bullying	14%	+1%	-8%	-10%
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

## Definitions

- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

## 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	79	15	79%	+4%	+9%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	81	17	81%	-4%	+6%
I understand how my work links to the strategic outcomes in my organisation	76	17	76%	-10%	-1%
All things considered, I feel my organisation provides good support for my mental health and well-being	74	17	74%	+9%	+14%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	82	17	82%	+12%	+19%
My manager is committed to, and supportive of, diverse workgroups	86	13	86%	+8%	+12%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	96		96%	+1%	+6%

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

r = below privacy cut-off

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Administration	r	-	-
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)	16%	r	+9%
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

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Asset or Property Management	r	-	-
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	35%	+12%	+35%
Policy/Program/Project Officer	r	-	-
Policy/Program/Project Manager	r	-	-
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	29%	-13%	+17%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

What role group does your job fit into?	2021 % respondents	difference from 2020	difference from Cluster
Administration	r	-	-
Business enabler and manager (Legal, IT, Finance, HR)	r	-	-
Child Protection	r	-	-
Client Service Officer and Manager	r	-	-
Disability Services	r	-	-
Policy/Project/Program Officer and Managers	r	-	-
Property and Asset Management	r	-	-
Psychologist	r	-	-
Sports Support	53%	+12%	+53%
Sport Coaches	20%	-4%	+20%
Senior Executive	r	-	-
Police	r	-	-
Firefighter	r	-	-
Other	r	-	-

<= -5%



+/- 5%

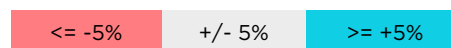
>= +5%

r = below privacy cut-off



# 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		r	-	-
My Manager's Manager and above		56%	+8%	+15%
My Manager and above		26%	-2%	+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	42	Yes	r	Service delivery involving direct contact with the public	33
Female	39	No	90	Other service delivery work	r
Non-binary	r	Prefer not to say	r	Administrative support	r
Prefer not to say	19			Corporate services	16
		<b>Employment status</b>		Policy	r
<b>Age</b>		Senior executive	r	Research	r
15-34 years	31	Ongoing / permanent	44	Program and project management support	r
35-54 years	45	Temporary	r	Legal	r
55+ years	r	Casual	r	Other	28
Prefer not to say	21	Contract-non-executive	42		
		Labour hire	r	<b>Organisation tenure</b>	
<b>LOTE spoken at home</b>		Other	r	Less than 1 year	r
Yes	r	Don't know	r	1 year to less than 2 years	r
No	88	<b>Working arrangement</b>		2 years to less than 5 years	47
Prefer not to say	r	Full-time	87	5 years to less than 10 years	21
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	r	10 years to less than 20 years	r
Yes	r			More than 20 years	r
No	94			<b>Salary</b>	
Prefer not to say	r			\$85,743 and below	28
<b>Disability</b>				\$85,744 - \$111,076	38
Yes	r			\$111,077 - \$148,577	15
No	92			\$148,578 and above	r
Prefer not to say	r			Prefer not to say	14

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 and Communications	High Performance	Sport Science
Employee engagement	66	81	74	48
Wellbeing	74%	82%	81%	62%
Role clarity and support	70%	96%	71%	51%
Inclusion and diversity	75%	85%	79%	63%
Teamwork and collaboration	65%	87%	80%	33%
Learning and development	58%	82%	60%	39%
Senior managers	56%	74%	69%	29%
Communication and change management	57%	81%	71%	26%
Employee voice	71%	89%	81%	47%



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	66	70	73	r	r	r	r	r	65	73	r
Wellbeing	74%	81%	75%	r	r	r	r	r	71%	82%	r
Role clarity and support	70%	78%	74%	r	r	r	r	r	71%	78%	r
Inclusion and diversity	75%	84%	79%	r	r	r	r	r	76%	83%	r
Teamwork and collaboration	65%	68%	71%	r	r	r	r	r	59%	75%	r
Learning and development	58%	67%	63%	r	r	r	r	r	55%	71%	r
Senior managers	56%	62%	65%	r	r	r	r	r	48%	70%	r
Communication and change management	57%	64%	67%	r	r	r	r	r	49%	73%	r
Employee voice	71%	78%	78%	r	r	r	r	r	72%	79%	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 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	66	54	r	r	83	r	r	r	r	68
Wellbeing	74%	64%	r	r	79%	r	r	r	r	68%
Role clarity and support	70%	54%	r	r	98%	r	r	r	r	71%
Inclusion and diversity	75%	64%	r	r	91%	r	r	r	r	73%
Teamwork and collaboration	65%	47%	r	r	89%	r	r	r	r	66%
Learning and development	58%	46%	r	r	85%	r	r	r	r	63%
Senior managers	56%	42%	r	r	75%	r	r	r	r	61%
Communication and change management	57%	34%	r	r	80%	r	r	r	r	63%
Employee voice	71%	51%	r	r	91%	r	r	r	r	72%

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	66	r	r	68	64	r	r
Wellbeing	74%	r	r	78%	69%	r	r
Role clarity and support	70%	r	r	73%	66%	r	r
Inclusion and diversity	75%	r	r	78%	67%	r	r
Teamwork and collaboration	65%	r	r	66%	58%	r	r
Learning and development	58%	r	r	58%	58%	r	r
Senior managers	56%	r	r	55%	48%	r	r
Communication and change management	57%	r	r	58%	45%	r	r
Employee voice	71%	r	r	72%	63%	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

## 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	66	r	r	r	r	r	r	r	r
Wellbeing	74%	r	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	r	r	r	r	r
Inclusion and diversity	75%	r	r	r	r	r	r	r	r
Teamwork and collaboration	65%	r	r	r	r	r	r	r	r
Learning and development	58%	r	r	r	r	r	r	r	r
Senior managers	56%	r	r	r	r	r	r	r	r
Communication and change management	57%	r	r	r	r	r	r	r	r
Employee voice	71%	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



## 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	66	r	r	r	r	r	r	r	r	r
Wellbeing	74%	r	r	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	75%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	65%	r	r	r	r	r	r	r	r	r
Learning and development	58%	r	r	r	r	r	r	r	r	r
Senior managers	56%	r	r	r	r	r	r	r	r	r
Communication and change management	57%	r	r	r	r	r	r	r	r	r
Employee voice	71%	r	r	r	r	r	r	r	r	r



At least 5 percentage points lower than report unit



Within 5 percentage points of the report unit



At least 5 percentage points higher than report unit

r = below privacy cut-off

## **Additional information about the survey**

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

# Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

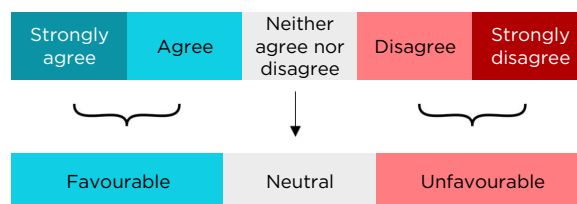


## Privacy

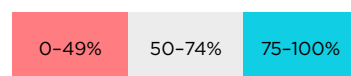
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

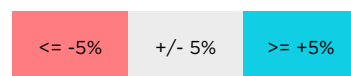


% favourable scores are colour coded based on these ranges:



## Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

## Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

## Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

## Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

# Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

**Survey communication and action planning:** Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 CELEBRATE	 INVESTIGATE FURTHER WITH OUR TEAMS	 OPPORTUNITIES
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				