



2021 | NSW Public Sector Employee Survey

Agency Report

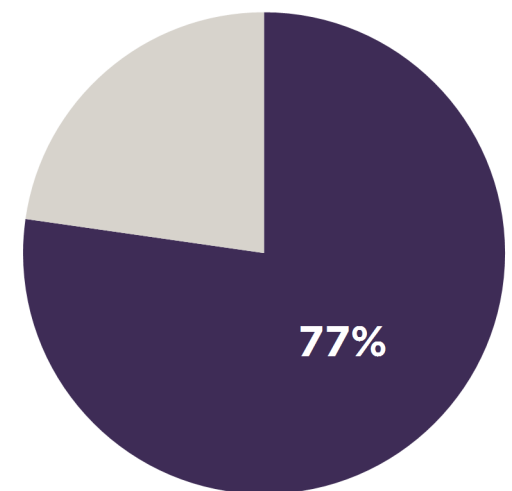
Crown Solicitor's Office

Survey period: 23 August to 17 September 2021

Completed surveys: 316

Response rate: 77%

Response rate:



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

NSW public sector

- Stronger Communities
 - Crown Solicitor's Office

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High level results

Discover key results and patterns

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.



Highest and lowest questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

+ Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Inclusion and diversity	2c	People in my workgroup treat each other with respect	94%	+5%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	92%	+2%
Flexible working	8h	My manager supports flexible working in my team	91%	+4%
Wellbeing	8d	There are people at work who care about me	90%	+3%
Customer service	2e	My workgroup considers customer needs when planning our work	90%	-

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	30%	-15%
Recruitment	7f	I have confidence in the way recruitment decisions are made	37%	-3%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	41%	-2%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	41%	+2%
Action on survey results	9	I am confident my organisation will act on the results of this survey	43%	-10%

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
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	83%	+7%
Teamwork and collaboration	2b	There is good team spirit in my workgroup	80%	+7%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	94%	+5%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	53%	+4%
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	76%	+4%

- Least improved questions

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	30%	-15%
Risk and innovation	7a	My organisation is making improvements to meet future challenges	48%	-15%
Role clarity and support	1c	I have the tools and technology to do my job well	57%	-10%
Action on survey results	9	I am confident my organisation will act on the results of this survey	43%	-10%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	50%	-9%

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	47%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	65%	Improve
Communication and change management	7b	Change is managed well in my organisation	30%	Improve
Senior managers	6b	Senior managers model the values of my organisation	62%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	54%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	48%	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)*				66	-3	-1	+2
7j	I would recommend my organisation as a great place to work	64	20 16	64%	-7%	-3%	+2%
7k	I am proud to tell others I work for my organisation	76	17 7	76%	-4%	+2%	+6%
7l	I feel a strong personal attachment to my organisation	57	29 14	57%	-4%	-8%	-6%
7m	My organisation motivates me to help it achieve its goals	53	28 19	53%	-1%	-6%	-1%
7n	My organisation inspires me to do the best in my job	55	29 15	55%	-5%	-5%	0%

*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%

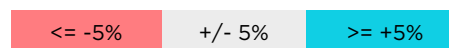
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Intention to stay

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		13%	+2%	+6%	+8%
1 year to less than 2 years		16%	-2%	+7%	+9%
2 years to less than 5 years		38%	+6%	+17%	+20%
5 years to less than 10 years		18%	-5%	-8%	-7%
10 years to less than 20 years		10%	-1%	-13%	-17%
More than 20 years		5%	+1%	-10%	-14%



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Job satisfaction

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)				68%	-1%	-2%	0%
1g	My job gives me a feeling of personal accomplishment	76	13 10	76%	+4%	+1%	+3%
1h	I feel motivated to contribute more than what is normally required at work	75	13 12	75%	-2%	+4%	+6%
1i	I am satisfied with my job	64	22 14	64%	-3%	-7%	-6%
1n	I find my life at work fulfilling	55	35 10	55%	-4%	-5%	-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	difference from Cluster
Wellbeing (total score)				69%	-1%	0%	0%
1j	I can keep my work stress at an acceptable level	57	18 24	57%	-2%	-4%	-6%
1m	In general, my sense of wellbeing is...	60	31 9	60%	-3%	-3%	-4%
8d	There are people at work who care about me	90	9	90%	+3%	+7%	+11%

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)				75%	+6%	+3%	+7%
1k	I am empowered to make the decisions needed to help customers and/or communities	67	22 10	67%	-	-4%	-3%
2d	People in my workgroup can explain how their work impacts customers	86	11	86%	-	+5%	+9%
2e	My workgroup considers customer needs when planning our work	90	7	90%	-	+7%	+12%
6d	Senior managers communicate the importance of customers in our work	77	17 7	77%	-1%	+7%	+11%
7h	The processes in my organisation are designed to support the best experience for customers	55	28 17	55%	-2%	-6%	+2%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	76	21	76%	+2%	+7%	+10%

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)			62%	-3%	-5%	-2%
1a	I understand what is expected of me to do well in my job	88	88%	+1%	+2%	+3%
1b	I get the support I need to do my job well	64	64%	-3%	-2%	+1%
1c	I have the tools and technology to do my job well	57	57%	-10%	-14%	-11%
1d	I have the time to do my job well	53	53%	-5%	-3%	-6%
3e	My performance is assessed against clear criteria	50	50%	-2%	-7%	-2%
3f	I have received the training and development I need to do my job well	58	58%	-2%	-7%	-1%

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)				77%	-	+5%	+9%
1e	My job gives me opportunities to use a variety of skills	79	12 9	79%	-	-2%	0%
1f	I have a choice in deciding how I carry out day to day work tasks	84	9	84%	-	+11%	+13%
3d	In the last 12 months, I have received feedback to help me improve my work	69	20 11	69%	-2%	+4%	+9%
5j	My manager communicates how my role contributes to my organisation's purpose	76	18	76%	-	+9%	+13%

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)			76%	-3%	+1%	+5%
1l	I am comfortable notifying my manager if I become aware of any risks at work	92	92%	+2%	+5%	+7%
5a	My manager encourages people in my workgroup to keep improving the work they do	83	83%	0%	+7%	+10%
5h	My manager encourages me to learn from my mistakes	80	80%	+2%	+7%	+10%
7a	My organisation is making improvements to meet future challenges	48	48%	-15%	-14%	-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)				71%	-	-2%	+2%
7p	I am confident work health and safety issues I raise will be addressed promptly	77	13 10	77%	-	+1%	+6%
7q	There are effective resources in my organisation to support employee wellbeing	64	16 20	64%	-	-6%	-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	41	42	17	41%	-2%	-5%	+2%

*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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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)				81%	+1%	+7%	+10%
2c	People in my workgroup treat each other with respect	94		94%	+5%	+12%	+15%
6g	Senior managers support the career advancement of women	80	18	80%	+3%	+17%	+18%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83	13	83%	+2%	+3%	+8%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	82	10	82%	-1%	+2%	+6%
8c	I can speak up and share a different view to others in my organisation	70	21	70%	0%	+1%	+4%
8e	I feel that I belong in my organisation	75	17	75%	-	+4%	+8%

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)				66%	+5%	-1%	+1%
2a	My workgroup works collaboratively to achieve its goals	83	12	83%	+7%	+3%	+5%
2b	There is good team spirit in my workgroup	80	13	80%	+7%	+5%	+7%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	51	34	51%	+3%	-5%	-4%
7c	There is good co-operation between teams across my organisation	49	27	49%	+2%	-8%	-3%

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)				87%	+3%	+21%	+22%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	83	10 7	83%	+2%	+19%	+20%
8h	My manager supports flexible working in my team	91	7	91%	+4%	+23%	+24%

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	71%	+4%	+27%	+20%
Working more hours over fewer days	9%	+3%	0%	-1%
Working additional hours to make up for time off	17%	0%	0%	+2%
Flexible scheduling for rostered workers	4%	+2%	-3%	-4%
Part-time work	21%	+4%	+10%	+14%
Job sharing	r	-	-	-
Working from different locations	14%	-11%	-3%	-3%
Working from home	93%	0%	+34%	+41%
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
Recruitment (total score)					53%	-3%	+5%	+14%
7f	I have confidence in the way recruitment decisions are made	37	31	33	37%	-3%	-5%	+4%
7g	My organisation generally selects capable people to do the job	69	20	11	69%	-2%	+14%	+25%

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

r = below privacy cut-off

Learning and development

Enabling practices

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)				49%	-1%	-8%	-2%
3f	I have received the training and development I need to do my job well	58	26 16	58%	-2%	-7%	-1%
3g	I am satisfied with the opportunities available for career development in my organisation	41	26 33	41%	+2%	-9%	-4%
7e	My organisation is committed to developing its employees	47	24 28	47%	-3%	-8%	-1%

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	42%	-4%	+4%	+4%
No	58%	+4%	-4%	-4%

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

Lack of visible opportunities		37%	+1%	+9%	+6%
Lack of promotion opportunities		36%	-5%	+9%	+4%
Lack of support from my manager / supervisor		7%	-1%	-4%	-6%
Geographic location considerations		8%	-5%	-16%	-23%
Personal / family considerations		23%	+3%	-6%	-9%
Insufficient training and development		11%	+1%	-3%	-7%
Lack of required capabilities or experience		14%	+1%	+3%	+2%
Lack of support for temporary assignments / secondments		19%	0%	+6%	+1%
The application / recruitment process is too cumbersome or time consuming		34%	0%	+13%	+12%
Other		9%	+3%	0%	0%
There are no major barriers to my career progression		24%	-1%	-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	54	18 27	54%	+1%	-4%	-11%

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)				66%	-	+4%	+8%
5g	My manager provides recognition for the work I do	79	15 7	79%	0%	+6%	+9%
7o	I receive adequate recognition for my contributions from my organisation	54	27 20	54%	-	+1%	+7%

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)				63%	0%	+2%	+6%
3d	In the last 12 months, I have received feedback to help me improve my work	69	20 11	69%	-2%	+4%	+9%
3e	My performance is assessed against clear criteria	50	31 19	50%	-2%	-7%	-2%
5h	My manager encourages me to learn from my mistakes	80	18	80%	+2%	+7%	+10%
5i	My manager appropriately deals with employees who perform poorly	53	38 9	53%	+4%	+4%	+6%

				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			63%	-4%	-10%	+3%
3b	I have informal feedback conversations with my manager			83%	0%	+3%	+9%
3c	I have scheduled feedback conversations with my manager			61%	+4%	-4%	+5%

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
Senior managers (total score)				60%	-2%	+1%	+5%
6a	Senior managers provide clear direction for the future of the organisation	48	22 29	48%	-3%	-7%	-2%
6b	Senior managers model the values of my organisation	62	25 14	62%	-6%	+3%	+5%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	51	34 15	51%	+3%	-5%	-4%
6d	Senior managers communicate the importance of customers in our work	77	17 7	77%	-1%	+7%	+11%
6e	Senior managers keep employees informed about what's going on	50	18 31	50%	-9%	-8%	-2%
6f	Senior managers listen to employees	50	25 25	50%	-1%	0%	+5%
6g	Senior managers support the career advancement of women	80	18	80%	+3%	+17%	+18%

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)				74%	+1%	+12%	+18%
5f	I have confidence in the decisions my manager makes	82	12	82%	+1%	+10%	+12%
7d	People in my organisation take responsibility for their own actions	65	23	65%	+2%	+15%	+25%

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)				53%	-6%	-5%	0%
5c	My manager communicates effectively with me	84	9 7	84%	+2%	+8%	+10%
6a	Senior managers provide clear direction for the future of the organisation	48	22 29	48%	-3%	-7%	-2%
6e	Senior managers keep employees informed about what's going on	50	18 31	50%	-9%	-8%	-2%
7b	Change is managed well in my organisation	30	31 40	30%	-15%	-13%	-6%

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)				74%	0%	+4%	+8%
5b	My manager listens to what I have to say	<div><div>87</div><div>11</div></div>	87%	-2%	+8%	+11%	
5d	My manager encourages and values employee input	<div><div>83</div><div>13</div></div>	83%	-2%	+7%	+11%	
5e	My manager involves my workgroup in decisions about our work	<div><div>78</div><div>15</div><div>8</div></div>	78%	+3%	+6%	+10%	
6f	Senior managers listen to employees	<div><div>50</div><div>25</div><div>25</div></div>	50%	-1%	0%	+5%	
8c	I can speak up and share a different view to others in my organisation	<div><div>70</div><div>21</div><div>9</div></div>	70%	0%	+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	43	28	28	43%	-10%	-4%	+4%

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	7%	-3%	-14%	-16%
experienced bullying	5%	-3%	-9%	-11%
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	4%	-	-6%	-9%
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	78	17	78%	+1%	+9%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	73	22	73%	-3%	-2%
I understand how my work links to the strategic outcomes in my organisation	75	19	75%	-3%	-2%
All things considered, I feel my organisation provides good support for my mental health and well-being	62	15	62%	-8%	+3%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	70	30	70%	+7%	+7%
My manager is committed to, and supportive of, diverse workgroups	83	16	83%	+4%	+9%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	93	7	93%	+4%	+3%

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	15%	+2%	+3%
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)	13%	+1%	+6%
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	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)	64%	-3%	+62%
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	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	r	-	-

<= -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	17%	+1%	+4%
Business enabler and manager (Legal, IT, Finance, HR)	41%	+3%	+33%
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	r	-	-
Sport Coaches	r	-	-
Senior Executive	r	-	-
Police	r	-	-
Firefighter	r	-	-
Other	31%	-3%	+9%






<= -5%

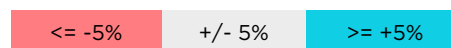
+/- 5%

>= +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		12%	+7%	+10%
My Executive Director and above		28%	-3%	+19%
My Director and above		36%	-7%	+12%
My Manager's Manager and above		11%	+1%	-30%
My Manager and above		13%	+3%	-11%



r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile snapshot

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.


Gender	% respondents	LGBTIQ+	% respondents	Type of work	% respondents
Male	25	Yes	10	Service delivery involving direct contact with the public	r
Female	63	No	83	Other service delivery work	r
Non-binary	r	Prefer not to say	6	Administrative support	16
Prefer not to say	12			Corporate services	13
		Employment status		Policy	r
Age		Senior executive	4	Research	r
15-34 years	44	Ongoing / permanent	61	Program and project management support	r
35-54 years	29	Temporary	26	Legal	65
55+ years	7	Casual	r	Other	r
Prefer not to say	20	Contract-non-executive	5		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	18
Yes	20	Don't know	r	1 year to less than 2 years	11
No	73	Working arrangement		2 years to less than 5 years	32
Prefer not to say	7	Full-time	78	5 years to less than 10 years	11
		Part-time	22	10 years to less than 20 years	22
Aboriginal and/or Torres Strait Islander				More than 20 years	7
Yes	r			Salary	
No	94			\$85,743 and below	37
Prefer not to say	5			\$85,744 - \$111,076	15
				\$111,077 - \$148,577	29
Disability				\$148,578 and above	6
Yes	5			Prefer not to say	13
No	91				
Prefer not to say	4				


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Selected key topic results by child unit

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

	Report total	Admin Law, Employment & Child Protection Division	Civil Law Division	Commercial & Property Law Division	Corporate Services Division	Inquiries & Criminal Law Division
Employee engagement	66	72	57	59	68	70
Wellbeing	69%	69%	59%	68%	73%	74%
Role clarity and support	62%	64%	50%	56%	66%	69%
Inclusion and diversity	81%	83%	75%	75%	79%	88%
Teamwork and collaboration	66%	70%	58%	62%	69%	70%
Learning and development	49%	62%	36%	35%	45%	57%
Senior managers	60%	67%	44%	56%	59%	68%
Communication and change management	53%	59%	42%	46%	55%	58%
Employee voice	74%	76%	64%	62%	73%	85%

 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	71	68	r	r	68	75	74	71	66	72
Wellbeing	69%	78%	69%	r	r	64%	69%	75%	75%	66%	81%
Role clarity and support	62%	67%	63%	r	r	58%	63%	74%	65%	65%	72%
Inclusion and diversity	81%	85%	81%	r	r	73%	88%	83%	85%	81%	83%
Teamwork and collaboration	66%	74%	66%	r	r	52%	63%	73%	68%	66%	81%
Learning and development	49%	58%	51%	r	r	48%	63%	51%	58%	46%	59%
Senior managers	60%	67%	61%	r	r	48%	64%	70%	68%	57%	73%
Communication and change management	53%	61%	54%	r	r	46%	57%	66%	59%	55%	69%
Employee voice	74%	80%	75%	r	r	60%	81%	79%	81%	75%	81%

At least 5 percentage points
lower than report unit


Within 5 percentage
points of the report unit


At least 5 percentage points
higher than report unit


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Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	66	r	r	62	69	r	r	r	65	r
Wellbeing	69%	r	r	75%	73%	r	r	r	66%	r
Role clarity and support	62%	r	r	70%	68%	r	r	r	57%	r
Inclusion and diversity	81%	r	r	77%	80%	r	r	r	81%	r
Teamwork and collaboration	66%	r	r	73%	72%	r	r	r	62%	r
Learning and development	49%	r	r	52%	49%	r	r	r	48%	r
Senior managers	60%	r	r	65%	59%	r	r	r	58%	r
Communication and change management	53%	r	r	61%	55%	r	r	r	50%	r
Employee voice	74%	r	r	73%	70%	r	r	r	74%	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 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	80	74	63	63	58	70
Wellbeing	69%	82%	82%	68%	63%	61%	75%
Role clarity and support	62%	77%	74%	58%	54%	55%	80%
Inclusion and diversity	81%	92%	91%	77%	80%	74%	81%
Teamwork and collaboration	66%	78%	79%	60%	59%	62%	74%
Learning and development	49%	74%	68%	44%	36%	36%	67%
Senior managers	60%	77%	77%	57%	50%	51%	59%
Communication and change management	53%	69%	72%	48%	46%	43%	66%
Employee voice	74%	85%	87%	71%	73%	65%	75%

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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Selected key topic results by 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	69%	r	r	r	r	r	r	r	r
Role clarity and support	62%	r	r	r	r	r	r	r	r
Inclusion and diversity	81%	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	r	r	r	r	r
Learning and development	49%	r	r	r	r	r	r	r	r
Senior managers	60%	r	r	r	r	r	r	r	r
Communication and change management	53%	r	r	r	r	r	r	r	r
Employee voice	74%	r	r	r	r	r	r	r	r

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


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Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	66	r	r	r	r	r	r	r	r	r
Wellbeing	69%	r	r	r	r	r	r	r	r	r
Role clarity and support	62%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	81%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	r	r	r	r	r	r
Learning and development	49%	r	r	r	r	r	r	r	r	r
Senior managers	60%	r	r	r	r	r	r	r	r	r
Communication and change management	53%	r	r	r	r	r	r	r	r	r
Employee voice	74%	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.

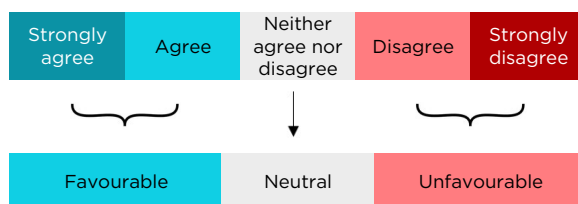


Privacy

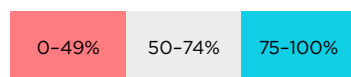
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

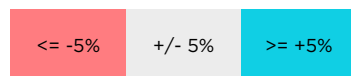


% favourable scores are colour coded based on these ranges:



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.				