



2021 | NSW Public Sector
Employee Survey

Agency Report

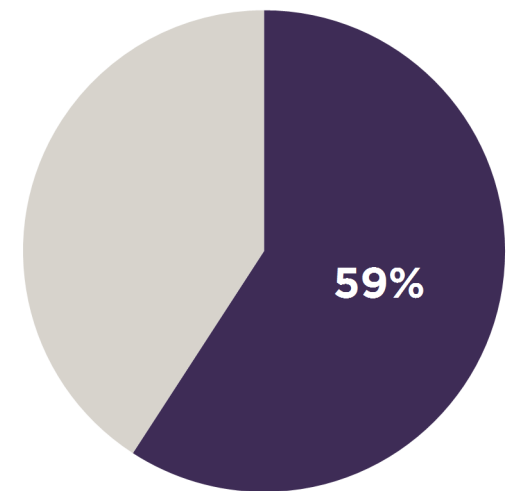
Insurance & Care NSW (icare)

Survey period: 23 August to 17 September 2021

Completed surveys: 930

Response rate: 59%

Response rate:



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

NSW public sector

- Treasury
 - Insurance & Care NSW (icare)

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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	94%	0%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	93%	+2%
Flexible working	8h	My manager supports flexible working in my team	90%	0%
Customer service	2e	My workgroup considers customer needs when planning our work	89%	-
Employee voice	5b	My manager listens to what I have to say	88%	+1%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	38%	-1%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	50%	+1%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	51%	+7%
Recruitment	7f	I have confidence in the way recruitment decisions are made	52%	+6%
Learning and development	7e	My organisation is committed to developing its employees	54%	+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
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	66%	+14%
Employee engagement	7n	My organisation inspires me to do the best in my job	64%	+8%
Risk and innovation	7a	My organisation is making improvements to meet future challenges	77%	+8%
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	71%	+7%
Employee engagement	7k	I am proud to tell others I work for my organisation	55%	+7%

⊖ Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1c	I have the tools and technology to do my job well	71%	-8%
Wellbeing	1m	In general, my sense of wellbeing is...	71%	-4%
Employee voice / Senior managers	6f	Senior managers listen to employees	54%	-3%
Role clarity and support	1a	I understand what is expected of me to do well in my job	82%	-2%
Inclusion and diversity / Senior managers	6g	Senior managers support the career advancement of women	60%	-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
Learning and development	7e	My organisation is committed to developing its employees	54%	Improve
Senior managers	6b	Senior managers model the values of my organisation	59%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	51%	Improve
Communication and change management	7b	Change is managed well in my organisation	38%	Improve
Grievance handling	10	I have confidence in the ways my organisation handles grievances	57%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	54%	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	+4	-1	-3
7j	I would recommend my organisation as a great place to work	67	21 12	67%	+2%	0%	-6%
7k	I am proud to tell others I work for my organisation	55	30 15	55%	+7%	-19%	-15%
7l	I feel a strong personal attachment to my organisation	57	30 13	57%	+5%	-8%	-4%
7m	My organisation motivates me to help it achieve its goals	63	27 11	63%	+6%	+3%	-5%
7n	My organisation inspires me to do the best in my job	64	26 10	64%	+8%	+4%	-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%







r = below privacy cut-off

Intention to stay

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

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

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

		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		8%	0%	+1%	-2%
1 year to less than 2 years		12%	+2%	+3%	-2%
2 years to less than 5 years		29%	-1%	+8%	-3%
5 years to less than 10 years		28%	-2%	+3%	+2%
10 years to less than 20 years		15%	0%	-8%	+3%
More than 20 years		7%	+1%	-8%	+1%

<= -5%

+/- 5%

>= +5%

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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)				75%	+3%	+5%	-1%
1g	My job gives me a feeling of personal accomplishment	77	14 9	77%	+2%	+2%	-1%
1h	I feel motivated to contribute more than what is normally required at work	78	13 9	78%	+5%	+7%	0%
1i	I am satisfied with my job	76	14 11	76%	+3%	+5%	-2%
1n	I find my life at work fulfilling	68	24 8	68%	+1%	+7%	0%

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

r = below privacy cut-off

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				77%	0%	+7%	0%
1j	I can keep my work stress at an acceptable level	72	17 11	72%	+3%	+10%	-1%
1m	In general, my sense of wellbeing is...	71	23	71%	-4%	+8%	0%
8d	There are people at work who care about me	87	10	87%	+1%	+4%	+1%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Customer service (total score)				77%	+10%	+4%	-3%
1k	I am empowered to make the decisions needed to help customers and/or communities	75	17 9	75%	-	+4%	-1%
2d	People in my workgroup can explain how their work impacts customers	88	10	88%	-	+6%	0%
2e	My workgroup considers customer needs when planning our work	89	8	89%	-	+5%	-1%
6d	Senior managers communicate the importance of customers in our work	81	14	81%	+1%	+11%	-1%
7h	The processes in my organisation are designed to support the best experience for customers	58	27 16	58%	+1%	-3%	-5%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	71	23	71%	+7%	+1%	-7%

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)				70%	0%	+3%	-3%
1a	I understand what is expected of me to do well in my job	82	11 7	82%	-2%	-3%	-1%
1b	I get the support I need to do my job well	76	13 11	76%	+3%	+10%	-2%
1c	I have the tools and technology to do my job well	71	16 13	71%	-8%	0%	-6%
1d	I have the time to do my job well	66	15 18	66%	+2%	+10%	-2%
3e	My performance is assessed against clear criteria	62	24 14	62%	+3%	+5%	-3%
3f	I have received the training and development I need to do my job well	63	25 12	63%	0%	-2%	-4%

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

r = below privacy cut-off

Job purpose and enrichment

Purpose and direction

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				81%	-	+10%	-1%
1e	My job gives me opportunities to use a variety of skills	82	12 7	82%	-	+1%	-1%
1f	I have a choice in deciding how I carry out day to day work tasks	87	9	87%	-	+13%	0%
3d	In the last 12 months, I have received feedback to help me improve my work	75	18 7	75%	+2%	+10%	-2%
5j	My manager communicates how my role contributes to my organisation's purpose	82	13	82%	-	+14%	-1%

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

r = below privacy cut-off

Risk and innovation

Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Risk and innovation (total score)			85%	+3%	+10%	0%
1l	I am comfortable notifying my manager if I become aware of any risks at work	94	94%	0%	+6%	0%
5a	My manager encourages people in my workgroup to keep improving the work they do	86	86%	0%	+10%	-1%
5h	My manager encourages me to learn from my mistakes	83	83%	+2%	+10%	-1%
7a	My organisation is making improvements to meet future challenges	77	77%	+8%	+15%	+2%

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)			84%	-	+11%	0%
7p	I am confident work health and safety issues I raise will be addressed promptly	87	87%	-	+11%	+1%
7q	There are effective resources in my organisation to support employee wellbeing	80	80%	-	+10%	-1%

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	57	32	11	57%	+3%	+11%	-1%

*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
Inclusion and diversity (total score)				80%	0%	+6%	-1%
2c	People in my workgroup treat each other with respect	93		93%	+2%	+12%	0%
6g	Senior managers support the career advancement of women	60	33	60%	-2%	-3%	-7%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	87	9	87%	+1%	+8%	+1%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	88	9	88%	0%	+8%	+3%
8c	I can speak up and share a different view to others in my organisation	76	16	76%	+1%	+7%	-1%
8e	I feel that I belong in my organisation	76	18	76%	-	+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
Teamwork and collaboration (total score)				73%	+3%	+6%	-5%
2a	My workgroup works collaboratively to achieve its goals	88	8	88%	+2%	+9%	0%
2b	There is good team spirit in my workgroup	88	8	88%	+2%	+12%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	33	56%	+1%	0%	-10%
7c	There is good co-operation between teams across my organisation	58	24	58%	+5%	+1%	-8%

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)			89%	+1%	+22%	-1%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	87	87%	+2%	+22%	-1%
8h	My manager supports flexible working in my team	90	90%	0%	+22%	0%

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		74%	-4%	+30%	+1%
Working more hours over fewer days		14%	-2%	+4%	+1%
Working additional hours to make up for time off		30%	0%	+14%	+2%
Flexible scheduling for rostered workers		5%	-1%	-2%	0%
Part-time work		7%	-1%	-4%	0%
Job sharing		1%	0%	-2%	0%
Working from different locations		22%	-8%	+5%	0%
Working from home		91%	-3%	+32%	0%
Purchasing annual leave		2%	-1%	+1%	+1%
Leave without pay		7%	-2%	0%	+1%
Study leave		3%	0%	0%	0%
Other		3%	0%	0%	0%
None of the above		4%	+2%	-17%	+1%

<= -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)					56%	+4%	+8%	-6%
7f	I have confidence in the way recruitment decisions are made	52	31	17	52%	+6%	+11%	-3%
7g	My organisation generally selects capable people to do the job	60	29	11	60%	+2%	+6%	-8%

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)				56%	+1%	-1%	-5%
3f	I have received the training and development I need to do my job well	63	25 12	63%	0%	-2%	-4%
3g	I am satisfied with the opportunities available for career development in my organisation	50	28 22	50%	+1%	-1%	-2%
7e	My organisation is committed to developing its employees	54	32 14	54%	+1%	-2%	-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	30%	-2%	-8%	-4%
No	70%	+2%	+8%	+4%

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

Lack of visible opportunities		27%	-6%	-2%	-1%
Lack of promotion opportunities		29%	-3%	+1%	-2%
Lack of support from my manager / supervisor		5%	-2%	-6%	-2%
Geographic location considerations		14%	-3%	-10%	+3%
Personal / family considerations		19%	-2%	-9%	+2%
Insufficient training and development		13%	+2%	-1%	+3%
Lack of required capabilities or experience		11%	+1%	-1%	+1%
Lack of support for temporary assignments / secondments		11%	0%	-3%	-1%
The application / recruitment process is too cumbersome or time consuming		11%	-1%	-10%	-2%
Other		8%	0%	-2%	-1%
There are no major barriers to my career progression		40%	+3%	+11%	+2%

<= -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	74	16 10	74%	+4%	+15%	+2%

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)				73%	-	+10%	-3%
5g	My manager provides recognition for the work I do	84	11	84%	+1%	+11%	-1%
7o	I receive adequate recognition for my contributions from my organisation	61	25	61%	-	+9%	-4%

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)				69%	+2%	+8%	-2%
3d	In the last 12 months, I have received feedback to help me improve my work	75	18 7	75%	+2%	+10%	-2%
3e	My performance is assessed against clear criteria	62	24 14	62%	+3%	+5%	-3%
5h	My manager encourages me to learn from my mistakes	83	13	83%	+2%	+10%	-1%
5i	My manager appropriately deals with employees who perform poorly	58	34 8	58%	+2%	+8%	-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			73%	+2%	-1%	-8%
3b	I have informal feedback conversations with my manager			90%	+2%	+10%	-1%
3c	I have scheduled feedback conversations with my manager			84%	+5%	+19%	-1%

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)				64%	+3%	+5%	-6%
6a	Senior managers provide clear direction for the future of the organisation	66	21 13	66%	+14%	+12%	-2%
6b	Senior managers model the values of my organisation	59	27 13	59%	+6%	+1%	-8%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	33 11	56%	+1%	0%	-10%
6d	Senior managers communicate the importance of customers in our work	81	14	81%	+1%	+11%	-1%
6e	Senior managers keep employees informed about what's going on	68	20 12	68%	+3%	+9%	-6%
6f	Senior managers listen to employees	54	30 15	54%	-3%	+5%	-8%
6g	Senior managers support the career advancement of women	60	33 7	60%	-2%	-3%	-7%

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)				67%	+4%	+6%	-6%
5f	I have confidence in the decisions my manager makes	83	11	83%	+2%	+11%	-1%
7d	People in my organisation take responsibility for their own actions	51	32	51%	+7%	+1%	-10%

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

r = below privacy cut-off

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Communication and change management (total score)				65%	+5%	+7%	-4%
5c	My manager communicates effectively with me	86	9	86%	+3%	+10%	0%
6a	Senior managers provide clear direction for the future of the organisation	66	21	66%	+14%	+12%	-2%
6e	Senior managers keep employees informed about what's going on	68	20	68%	+3%	+9%	-6%
7b	Change is managed well in my organisation	38	30	38%	-1%	-5%	-7%

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)				78%	0%	+9%	-2%
5b	My manager listens to what I have to say	88	8	88%	+1%	+10%	0%
5d	My manager encourages and values employee input	87	9	87%	-1%	+11%	-1%
5e	My manager involves my workgroup in decisions about our work	82	12	82%	-1%	+11%	-2%
6f	Senior managers listen to employees	54	30	54%	-3%	+5%	-8%
8c	I can speak up and share a different view to others in my organisation	76	16	76%	+1%	+7%	-1%

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	57	25	18	57%	+2%	+10%	-6%

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

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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		9%	-11%	-6%	+3%
witnessed bullying		10%	-1%	-12%	0%
experienced bullying		6%	-1%	-8%	0%
witnessed sexual harassment		1%	-	-1%	0%
experienced sexual harassment		2%	+1%	-3%	0%
experienced threats or physical harm		r	-	-	-
experienced discrimination		4%	-	-6%	-1%
experienced racism		2%	-	-2%	0%

Definitions

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





<= -5%

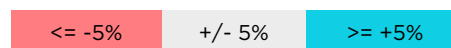
+/- 5%

>= +5%

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Treasury questions

I have had a conversation with my manager about hybrid working		2021 % respondents	difference from 2020	difference from Cluster
Yes		32%	-	-23%
No		68%	-	+23%
In the last 12 months, I have had a career conversation with my manager				
Yes		62%	-	-9%
No		38%	-	+9%



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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	33	Yes	5	Service delivery involving direct contact with the public	16
Female	53	No	89	Other service delivery work	9
Non-binary	r	Prefer not to say	6	Administrative support	10
Prefer not to say	14			Corporate services	25
		Employment status		Policy	4
Age		Senior executive	5	Research	1
15-34 years	20	Ongoing / permanent	80	Program and project management support	13
35-54 years	52	Temporary	1	Legal	1
55+ years	7	Casual	r	Other	21
Prefer not to say	21	Contract-non-executive	7		
		Labour hire	4		
LOTE spoken at home		Other	r	Organisation tenure	
Yes	29	Don't know	2	Less than 1 year	19
No	63			1 year to less than 2 years	15
Prefer not to say	8	Working arrangement		2 years to less than 5 years	43
		Full-time	93	5 years to less than 10 years	17
Aboriginal and/or Torres Strait Islander		Part-time	7	10 years to less than 20 years	5
Yes	r			More than 20 years	r
No	93				
Prefer not to say	6			Salary	
				\$85,743 and below	11
Disability				\$85,744 - \$111,076	19
Yes	4			\$111,077 - \$148,577	26
No	90			\$148,578 and above	26
Prefer not to say	6			Prefer not to say	17

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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	digiTECH	IfNSW & HBCF	Lifetime Schemes	Org Performance	People & Workplace	Risk & Governance	Strategy & OCEO	Workers Compensation
Employee engagement	66	68	72	62	66	61	63	61	68
Wellbeing	77%	80%	82%	72%	79%	68%	78%	73%	77%
Role clarity and support	70%	72%	73%	66%	72%	63%	69%	63%	73%
Inclusion and diversity	80%	79%	85%	71%	83%	82%	78%	83%	82%
Teamwork and collaboration	73%	76%	81%	69%	75%	67%	69%	67%	73%
Learning and development	56%	47%	64%	51%	57%	55%	54%	44%	60%
Senior managers	64%	64%	75%	51%	66%	62%	61%	59%	67%
Communication and change management	65%	66%	73%	57%	64%	62%	62%	58%	68%
Employee voice	78%	73%	83%	72%	78%	77%	75%	79%	80%



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	69	67	r	r	65	62	72	70	67	67
Wellbeing	77%	81%	78%	r	r	70%	72%	80%	81%	79%	79%
Role clarity and support	70%	74%	72%	r	r	65%	63%	76%	77%	72%	74%
Inclusion and diversity	80%	85%	81%	r	r	73%	76%	83%	84%	82%	84%
Teamwork and collaboration	73%	77%	72%	r	r	63%	65%	78%	76%	74%	77%
Learning and development	56%	59%	58%	r	r	47%	45%	63%	64%	58%	53%
Senior managers	64%	71%	63%	r	r	58%	61%	70%	70%	65%	73%
Communication and change management	65%	70%	65%	r	r	65%	59%	72%	71%	65%	75%
Employee voice	78%	82%	79%	r	r	77%	70%	80%	81%	79%	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


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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	65	66	71	66	72	59	62	r	68
Wellbeing	77%	73%	79%	78%	77%	78%	82%	74%	70%	80%
Role clarity and support	70%	66%	71%	79%	71%	78%	70%	67%	58%	72%
Inclusion and diversity	80%	78%	86%	80%	82%	78%	82%	80%	77%	81%
Teamwork and collaboration	73%	69%	75%	74%	74%	77%	66%	73%	65%	74%
Learning and development	56%	57%	58%	63%	56%	69%	52%	46%	47%	58%
Senior managers	64%	56%	68%	66%	67%	71%	58%	62%	47%	67%
Communication and change management	65%	61%	66%	68%	65%	75%	59%	63%	55%	68%
Employee voice	78%	76%	78%	79%	77%	82%	82%	80%	72%	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 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	71	69	68	59	r	r
Wellbeing	77%	80%	79%	79%	74%	r	r
Role clarity and support	70%	71%	74%	74%	68%	r	r
Inclusion and diversity	80%	82%	83%	83%	78%	r	r
Teamwork and collaboration	73%	76%	71%	76%	70%	r	r
Learning and development	56%	59%	61%	56%	53%	r	r
Senior managers	64%	70%	70%	65%	58%	r	r
Communication and change management	65%	72%	69%	66%	58%	r	r
Employee voice	78%	81%	80%	81%	74%	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

	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	65	73	r	68	r	r	r	r
Wellbeing	77%	79%	80%	r	78%	r	r	r	r
Role clarity and support	70%	71%	78%	r	70%	r	r	r	r
Inclusion and diversity	80%	83%	81%	r	81%	r	r	r	r
Teamwork and collaboration	73%	74%	75%	r	76%	r	r	r	r
Learning and development	56%	55%	65%	r	61%	r	r	r	r
Senior managers	64%	65%	68%	r	65%	r	r	r	r
Communication and change management	65%	66%	72%	r	65%	r	r	r	r
Employee voice	78%	80%	76%	r	79%	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	64	r	r	r	r
Wellbeing	77%	r	r	r	r	72%	r	r	r	r
Role clarity and support	70%	r	r	r	r	64%	r	r	r	r
Inclusion and diversity	80%	r	r	r	r	76%	r	r	r	r
Teamwork and collaboration	73%	r	r	r	r	68%	r	r	r	r
Learning and development	56%	r	r	r	r	49%	r	r	r	r
Senior managers	64%	r	r	r	r	55%	r	r	r	r
Communication and change management	65%	r	r	r	r	53%	r	r	r	r
Employee voice	78%	r	r	r	r	78%	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.

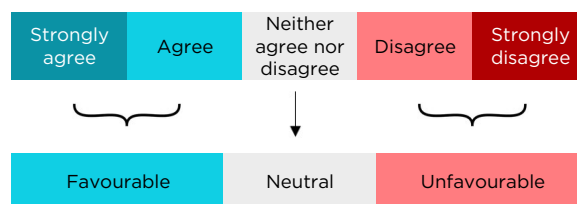


Privacy

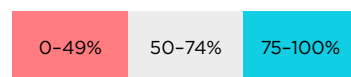
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

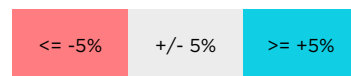


% favourable scores are colour coded based on these ranges:



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.				