

# State of the NSW Public Sector Report 2021



Public Service Commission



## Publication and contact details

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The Public Service Commission acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal and Torres Strait Islander peoples, and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging, and acknowledge the Aboriginal and Torres Strait Islander people who contributed to the development of this report.

We advise this resource may contain images, voices or names of deceased persons in photographs, film, audio recordings or historical content.

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# About this report

The *State of the NSW Public Sector Report* is the Public Service Commissioner's independent assessment of the performance of the NSW public sector. It discusses the sector's achievements and priorities, as well as the challenges it faces in delivering positive and enduring outcomes for the people of NSW.

## How to read the data discussed in this report

This report draws on evidence from a range of sources, including the *People Matter Employee Survey* (People Matter survey), the *Customer Satisfaction Measurement Survey* (CSMS) and the *Workforce Profile*. Throughout this report:

- the acronym 'pp' stands for 'percentage points'
- all diversity statistics are based on self-disclosed information
- LGBTIQ+ representation is based on the People Matter survey, which had a sector response rate of 44.0% in 2021.



### People Matter Employee Survey

The People Matter survey (PMES) asks NSW public sector employees about their experiences at work, with their teams, managers and leaders, and in their organisations more broadly. The 2021 survey was open from 23 August to 17 September.

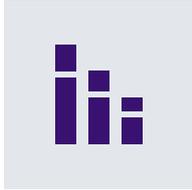
Most of the survey results are presented as 'per cent favourable', which combines the number of 'agree' and 'strongly agree' responses to a question or set of questions. In this report, a score as a percentage is reported for theoretical and practical grouping of related questions as 'favourable overall'. These scores provide an overview of workplace practices that impact employee experience, and they are each based on multiple questions in the People Matter survey.



### Customer Satisfaction Measurement Survey

The CSMS, conducted by the Customer Experience Unit in the Department of Customer Service, tracks customer satisfaction with NSW Government services. The CSMS provides a holistic view of customer experience, benchmarking satisfaction with NSW Government services against those in other jurisdictions (for example, Victoria and South Australia) and industries (for example, airlines and banks). It captures data at a whole-of-sector level across 22 NSW Government services. The CSMS helps to improve customer satisfaction by identifying the areas of NSW Government services that require higher degrees of effort for customers.

The CSMS was concluded in 2020. To better understand the experiences of our customers, the Department of Customer Service is developing a new, more comprehensive customer experience program. The new data was not available when this report was published, so this report uses the 2020 data from the CSMS. The *State of the NSW Public Sector Report* in 2022 will report on the new customer experience survey measurements.



## Workforce Profile

The *Workforce Profile* (WFP) is a comprehensive annual data collection relating to the demographic characteristics and employment arrangements of all public sector employees. The Public Service Commission (PSC) and all public sector agencies jointly complete the collection. The census date is the last payday of the financial year, and the census period is the two weeks leading up to and including the census date. The data in this report are for the census date, unless otherwise specified. For 2021, the census date was 24 June.



## Geography

Throughout this report 'metropolitan' refers to the Greater Sydney metropolitan area and the Newcastle and Wollongong local government areas (LGAs). 'Regional' refers to the remainder of NSW.

The maps showing the geographic distribution of NSW public sector employees use the Australian Bureau of Statistics (ABS) Australian Statistical Geography Standard (ASGS) Statistical Area Level 4 (SA4) classification. SA4s are the largest sub-state regions in the Main Structure of the ASGS and are designed for the output of a variety of regional data. SA4s represent labour markets. For ease of reporting, the PSC has amalgamated the SA4s that make up the Greater Sydney metropolitan area into Sydney East and Sydney West.

## Areas of government this report covers

This report discusses the performance of the Public Service, government sector and public sector, which are defined below.

- The Public Service includes those employed under Part 4 of the *Government Sector Employment Act 2013* (NSW) (GSE Act) in the service of the Crown.
- The government sector, as defined by the GSE Act, includes the Public Service, the Teaching Service, the NSW Health Service, the Transport Service of New South Wales, the NSW Police Force and other Crown services such as the TAFE Commission.
- The public sector incorporates the government sector and other government agencies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, the Parliament of NSW, the Judicial Commission of New South Wales, and State owned corporations such as water and energy companies.

The data in this report relate to the public sector, unless otherwise specified.

## Acknowledgements

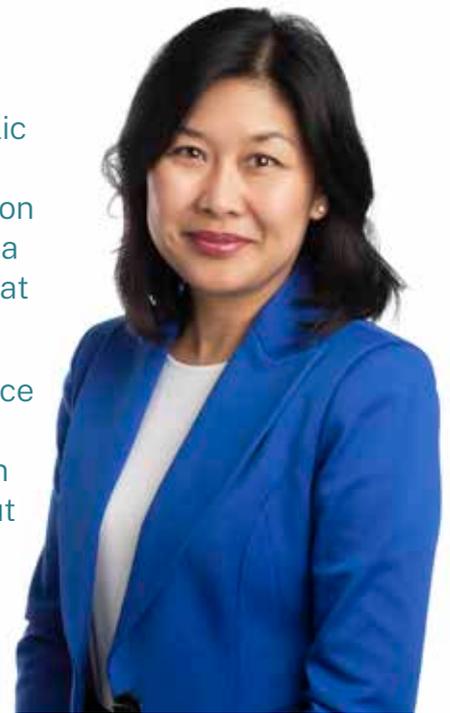
The Commissioner would like to acknowledge the assistance of:

- PSC staff members who developed this report – Chris Lamb, Emilie Priday, Adam Bove, Nicholas Di Michele and Andrew Novak
- the PSC Advisory Board – Sandra McPhee AM (Chair), Vince Graham AM, Susan Lloyd-Hurwitz, Jordan O'Reilly, Geoff Stalley, Michael Coutts-Trotter, Michael Pratt AM and Tim Reardon (until June 2021)
- the Customer Insights team in the Department of Customer Service for its work on the CSMS
- NSW public sector agencies for supporting the People Matter survey and *Workforce Profile* collection, and for sharing their stories
- Editor Group and Metro Graphics for their expertise in editing and designing, respectively, this report.

# Foreword

This year has been another challenging one for the NSW public sector. After emerging from the first wave of the COVID-19 pandemic and living with zero COVID for a period, we were soon faced with new challenges in combating the Delta strain. It is a testament to the hard work and commitment of our people that we have transitioned to living in a COVID-normal way.

In 2021, we continued to leverage digital technology to enhance customer service and drive productivity. We have seen the continued success of the Service NSW app as a crucial tool in the government's COVID response, including to quickly roll out information and support for the community and businesses. I am incredibly proud of the work our people are doing to advance our state towards a digitally enabled world.



## Our structure

The structure of our sector continues to support our people to deliver services to the citizens of NSW. The Regional NSW cluster has been embedded and leads key work to support regional communities, including through the *20-Year Economic Vision for Regional NSW*.

The sector's new regional workforce principles mark a change in the way we think about place-based work. Jobs that can be done from anywhere in the state will be advertised that way, opening new opportunities for people to live in rural NSW and work for the NSW Government. In addition, more senior leaders will be based in regional NSW, closer to the staff they lead and the communities they serve.

## Our people

The highs and lows our people have experienced this year are reflected in the People Matter survey results. On a broad range of measures, results have either remained steady or improved slightly. Pleasingly, and despite this year's challenges, the sector employee engagement score has remained high, at 67%.

With the inclusion of the Health cluster in the survey again this year, the improvements in the overall People Matter survey results are a great reflection of the sector's ability to work together in difficult circumstances.

Last year, the pandemic necessitated an acceleration of flexible ways of working. The sector's long-term focus on flexible work, digital delivery and leadership capability meant it was well placed to meet many of the challenges brought about by the pandemic.

Hybrid working, where employees spend part of their time in the office and part of their time working from home, is here to stay. Over the past year, managers and staff have learned to work effectively in a hybrid environment while maintaining high levels of engagement and output across the sector, which are both markers of productivity.

By offering flexible working as part of our employee value proposition, we will continue to attract and retain top talent, including in occupations experiencing skills shortages, such as information technology (IT) and cybersecurity.<sup>1</sup> This is consistent with national and global trends. Flexible working supports agencies to attract and retain diverse talent, such as people with caring responsibilities, people with disability, regional workers and older workers.<sup>2</sup>

Recent NSW Government research shows that flexible working can increase productivity and living standards, lower traffic congestion, transform central business districts, revitalise local economies and reduce instances of negative workplace behaviours.<sup>3</sup> The benefits of flexible work also extend to frontline workers, who experience less traffic congestion and potentially more flexible rosters.<sup>4</sup>

We will of course need to consider what hybrid and flexible work look like for different organisations, roles and types of service delivery in the sector. We will also need to maintain the good management practices that were emphasised during lockdowns, such as managing for outcomes.

We continue to make progress towards the diversity targets in the Premier's Priority for a world class public service. I am thrilled that we have already achieved the goal of doubling the number of Aboriginal and Torres Strait Islander people in senior leadership to 114 by 2025, with 130 current senior leaders identifying as Aboriginal and Torres Strait Islander people.

This year, 42.7% of the sector's senior leaders are women. Sustained effort will be needed to reach the target of gender parity by 2025. I note that six out of 11 members of the NSW Secretaries Board are women. This will increase to seven in 2022 with the appointment of Karen Webb as NSW Police Commissioner. This is the highest number of women that have been on the Board at one time.

The sector continues to support LGBTIQ+ employees through local staff networks and the sector-wide Pride in NSW network. The Pride in NSW network has over 1,400 members, and the People Matter survey saw an increase in staff identifying as LGBTIQ+ and non-binary from 2020 to 2021.

There was a slight increase to 2.5% in the number of people recording in our human resources (HR) systems who say they have a disability, turning around a downward trend over the past few years. There was also an increase to 4.6% in the number of people disclosing a disability through the People Matter survey. The sector is working to develop initiatives that will encourage individuals to share their disability at work. These increases are encouraging, but a large amount of work is needed to reach the Premier's Priority target of 5.6% of the workforce identifying as having a disability by 2025.

The workplace experience for people with disability is an area in which I want to see us make significant improvements. There is much to be done to ensure people with disability feel they are included and belong in the workplace, and are supported to do their best work.

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<sup>1</sup> National Skills Commission (2021)

<sup>2</sup> Future of Work Institute (2012); Australian Human Rights Commission (2015)

<sup>3</sup> NSW Innovation and Productivity Council (2020); *People Matter Employee Survey* (2021)

<sup>4</sup> NSW Innovation and Productivity Council (2020)

There are several collaborative initiatives underway across the sector to build an environment where people with disability feel safe and supported. These initiatives include:

- making recruitment inclusive by increasing the number of agencies being accredited as disability-confident recruiters, ensuring recruitment platforms meet accessibility standards, building reasonable adjustments into the recruitment process, and providing comprehensive advice to disability employment service providers to make NSW Government recruitment an easy choice for their clients
- redesigning workspaces in line with new accessibility standards
- undertaking impactful research to uncover the barriers employees with disability face when choosing to disclose their disability, and providing solutions for agencies to remove these barriers
- trialling workplace adjustment passports.

Disability employment networks are also critical partners in ensuring that the voices of people with disability are central to understanding barriers and designing solutions.

The PSC is a member of the IncludeAbility Employer Network, established by the Australian Disability Discrimination Commissioner. We will be sharing with the sector learnings and good practice gained through our association with this network.

## Our workplaces

The health and safety of our employees and customers is of utmost importance. During the pandemic and as we emerge into a world where COVID is endemic, departments and agencies have taken proactive steps to ensure their workplaces, staff and customers are COVID-safe.

Staff members have stepped forward to get vaccinated to protect themselves, their families and the communities they serve. This is in line with the sector's expectation – and in some instances in line with public health orders and employer directions – that staff get vaccinated if they can do so safely. The work of NSW Health in establishing vaccination hubs and administering thousands upon thousands of vaccinations has been extraordinary.

The People Matter survey has again been used to understand employees' experiences, both positive and negative. Over the years, the percentage of employees experiencing or witnessing bullying has trended down. Remote working may have contributed to some of this decrease. As such, the sector needs to rise to the challenge of continuing to reduce negative workplace experiences as people return to the office.

This year, the People Matter survey expanded its focus on wellbeing by asking employees about their experiences of discrimination and racism in the workplace. As with other negative workplace behaviours, the numbers are low. However, any level of discrimination and racism is unacceptable, and we need to work together to ensure that everyone has a positive experience at work.

## Our leaders

Leadership matters, and this year our leaders have continued to lead and support our people to deliver great outcomes for the community during challenging times.

It is pleasing to see an increase across the sector in employee perceptions of how leaders act and communicate. Employees increasingly feel confident that their leaders will act on the results of the People Matter survey, and they feel more confident in their leaders' people management. That's not to say there isn't more to do, but I want our people to know that leaders are putting words into action and striving for continuous improvement.

We have expanded access to the sector's Leadership Academy and increased the diversity of participants. Record participation levels in 2021 show that our leaders have enthusiastically taken up this opportunity to learn and grow as leaders. This shows that our leaders are committed to better serving and representing their people and the community.

## Our organisations

It is pleasing to see increases in measures for role clarity, support, teamwork and collaboration across the sector. Our organisations are developing managers who are continually improving the way they design roles and how they communicate to employees the value of their contributions to the organisation and the communities they serve.

We will continue to strive towards building and maintaining world class organisations. Digital ways of working are becoming firmly embedded in our organisations and are improving the experiences of our employees and our customers.

The pandemic saw the sector embrace new digital ways of working and delivering services. This trend will continue. We will make it a key pillar of productivity-enhancing work that the sector is undertaking. Today the sector continues to increase its risk appetite to embrace innovation and better serve our diverse community.

We are striving to become a world class public sector in every sense of the term. While we are there in some areas, in others the sector will continue to learn and work its way to world class. I look forward to steering our sector towards the best employee experience possible.

## This year's report

The *State of the NSW Public Sector Report 2021* is my second independent assessment of the performance of the NSW public sector as NSW Public Service Commissioner. This year, I've taken the opportunity to review the structure of the report and consult with key stakeholders.

The structure has remained the same since the PSC was established and, while it has served our sector well over the years, the message I have heard from users is that there is a demand for a more focused and easier-to-digest report.

We have redesigned the report to present you with an assessment of the sector that better highlights the key areas of our workforce and meets demands for data that can help us measure up to world class.

**Kathrina Lo**  
NSW Public Service Commissioner  
December 2021



# Our KPIs

This year's *State of the NSW Public Sector Report* details key performance indicators (KPIs) that show how the sector is performing overall. A workforce that is engaged, reflects the diversity of the community and has strong levels of wellbeing is best placed to provide world class outcomes for the people of NSW.

These KPIs relate to our goal of a world class public service (which encompasses productivity, employee engagement and workplace inclusion and diversity), employee wellbeing, and customer and business satisfaction.



## World class public service

The NSW Premier’s Priority for attaining a world class public service by 2025 has two pillars:

- to implement best-practice productivity and digital capability in the NSW public sector
- to drive public sector diversity, and diversity of leadership.

Our key measures to track our significant but ongoing progress toward this ambition relate to productivity, employee engagement, and workplace inclusion and diversity.

### Productivity

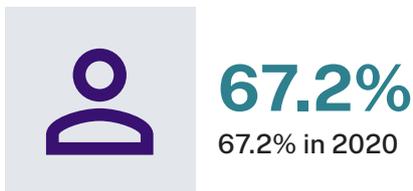
Productivity is fundamental to everything we do as a society, but is sometimes difficult to measure in the public sector context. Nevertheless, the sector has committed to reporting on 23 major productivity-related outcomes. A summary of the sector’s progress is shown below.



Source: PMES (2021)

### Employee engagement

Employee engagement is about a person’s connection to their organisation. It is a global measure of employee experience. Employee engagement can also be used as a proxy for productivity.



Source: PMES (2020, 2021)



## Valuing workplace inclusion and diversity

Having diverse leadership is the first step to driving public sector inclusion and diversity. A diverse workforce gives the sector a deeper understanding of the communities we serve and enables us to deliver better outcomes.



**Women in senior leadership**  
2025 target  
**50%**  
42.7% in 2021 41.1% in 2020



**Aboriginal and Torres Strait Islander people in senior leadership**  
2025 target  
**114 (at least)**  
130 in 2021 105 in 2020



**Employees with disability**  
2025 target  
**5.6%**  
2.5% in 2021 2.4% in 2020

Source: PMES (2020, 2021)

## Wellbeing

Wellbeing means feeling good, functioning well and experiencing satisfaction and fulfilment in work and life. Wellbeing and performance are interdependent. People perform better when they feel well. Understanding and investing in wellbeing and performance simultaneously is key for people to be at their best in life and work, and to reach peak outcomes in the workplace.



**69.2%** ↓  
70.1% in 2020

Source: PMES (2020, 2021)

## Customer satisfaction and business satisfaction

Customers interact with government services daily and expect continuous improvement from those services. The annual CSMS tracked customer satisfaction up until 2020 and was an important metric to show how the sector is meeting the needs of the people and businesses we serve.



**Customer satisfaction**  
**82.0** in 2020 ↑  
80.6 in 2019



**Business satisfaction**  
**80.7** in 2020 ↑  
77.6 in 2019

Source: CSMS (2019, 2020)



# Our structure

Over 400,000 people work in the NSW public sector to deliver a wide range of services to the people of NSW. The sector is divided into nine operational clusters to best coordinate, develop and provide related services and policy. Each cluster oversees the delivery of government services across NSW.



## Headcount and full-time equivalent employees



**431,350**  
ongoing, temporary and casual employees

Source: WFP (2021)

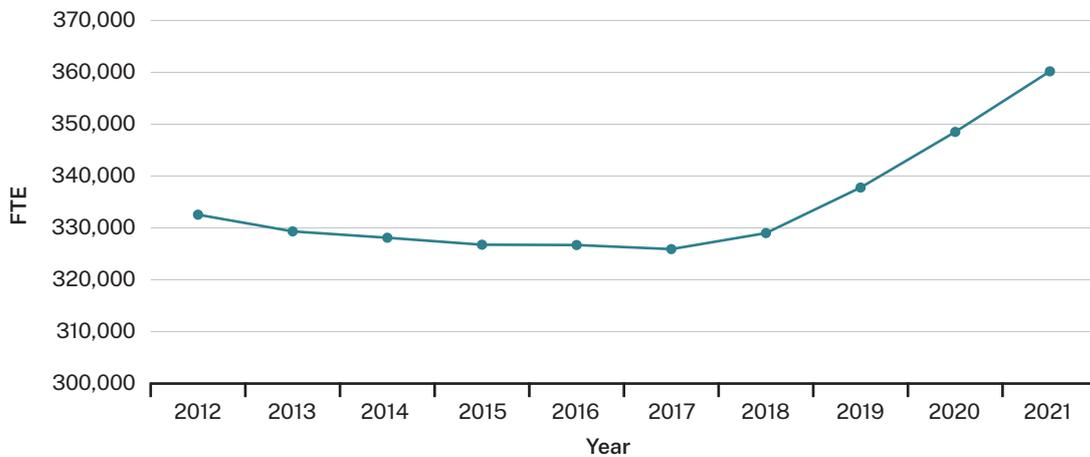


equating to  
**360,190**  
full-time equivalent (FTE) employees

Source: WFP (2021), census period

The number of FTE employees in the sector increased by 11,682 (or 3.4%) from 2020 to 2021, to support service delivery and drive the recovery from bushfires, floods and the COVID-19 pandemic.

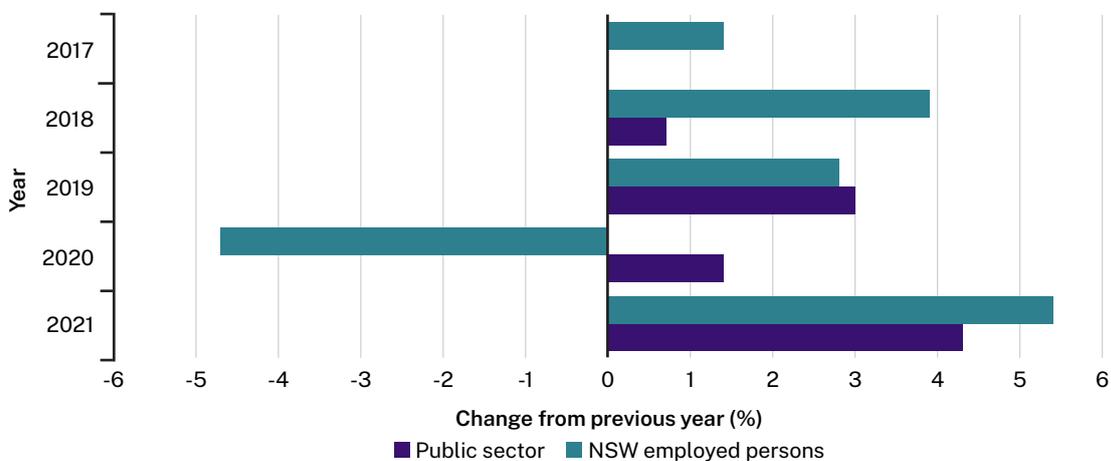
### Full-time equivalent employees over time, 2012–21



Source: WFP (2012–21), census period

The sector grew strongly in 2021, but this growth was outpaced by growth in the number of NSW employed persons (up 5.4%), which was the fastest in five years.

### Changes in public sector headcount and total NSW employed persons, 2017–21



Sources: WFP (2016–21); ABS (2021a)

## Structure of the NSW public sector

The GSE Act establishes two main employment groups: the government sector, and the Public Service within it. Most government employees are in the government sector.

The sector is also organised in clusters. The term ‘cluster’ is commonly used for administrative purposes; however, clusters are not established by legislation. The public sector is structured into nine operational clusters, each led by a Secretary, to coordinate related day-to-day public services.



# Examples of other Crown services include the TAFE Commission, School Administrative and Support Staff, and Sydney Trains.

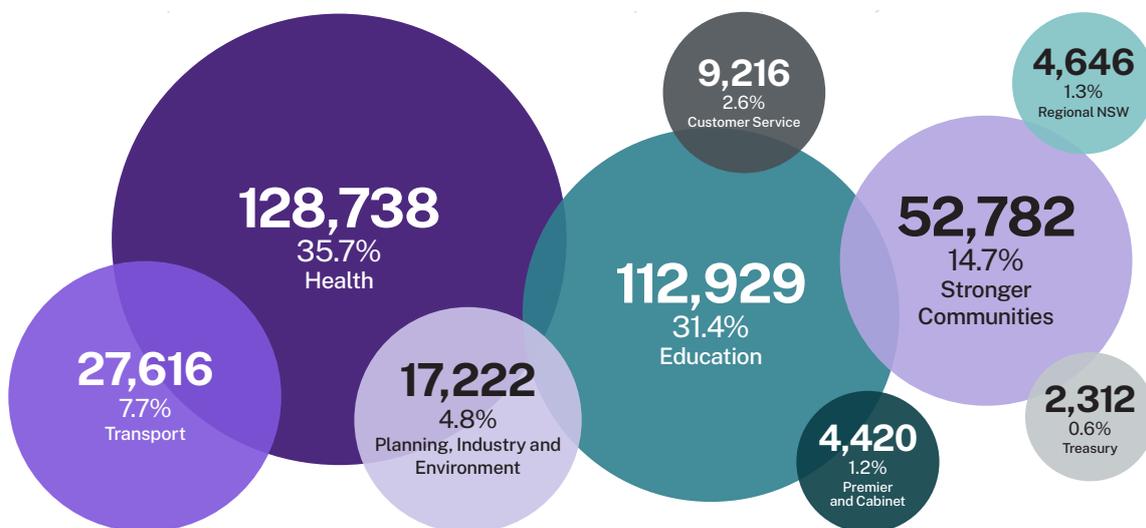
\* Under the GSE Act, State owned corporations are included in the government sector for certain specified purposes.

In this report, they are treated as part of the public sector but not the government sector.

\*\* The PSC does not collect data on these employees.

Under the GSE Act, NSW universities are part of the government sector for certain specified purposes. The PSC does not collect data on the employees of NSW universities. They are not considered part of the public sector or government sector in this report.

## Full-time equivalent employees by cluster

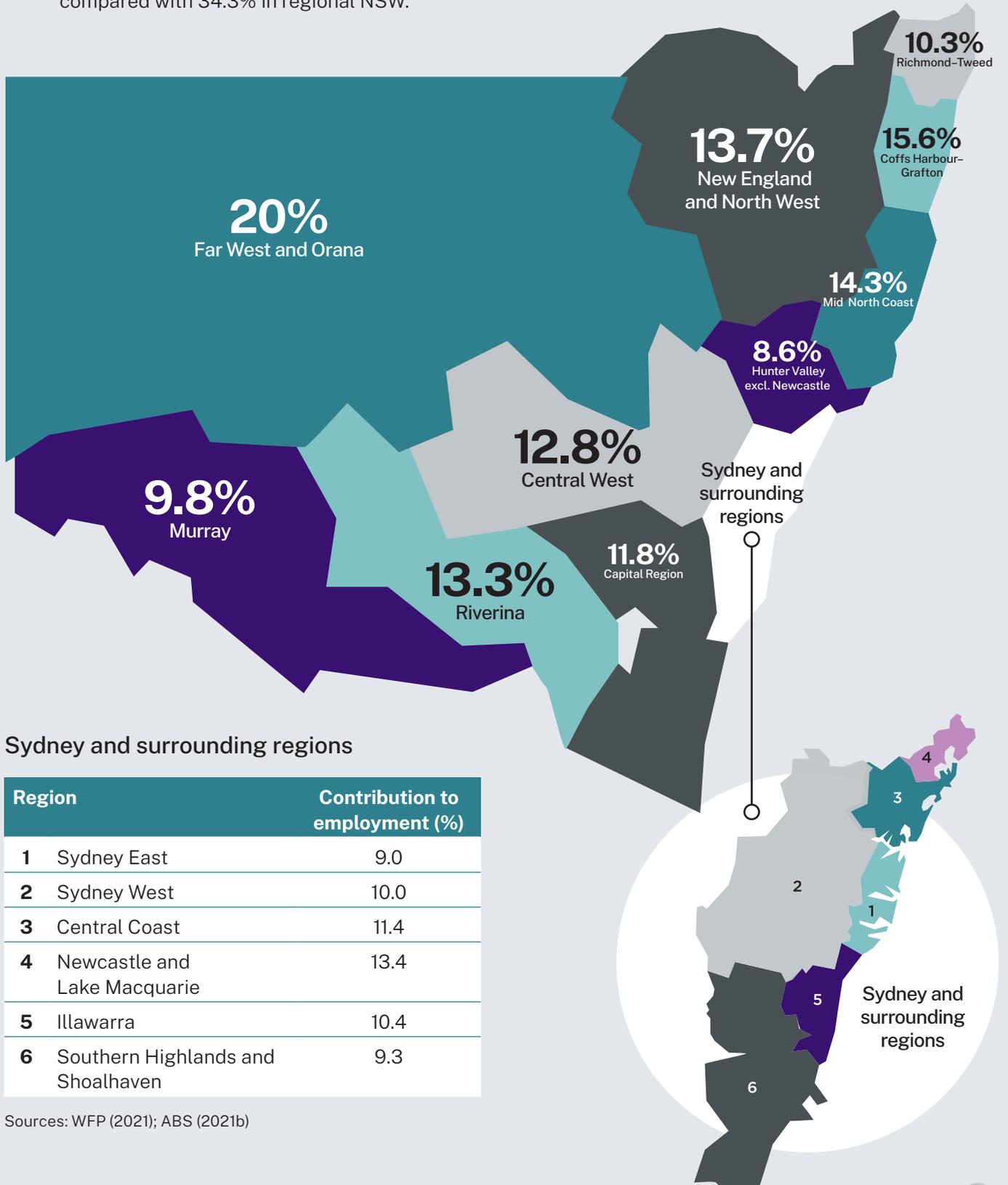


Source: WFP (2021), census period

Note: Percentages indicate the contribution of the cluster FTE to total public sector FTE.

## Headcount and contribution to overall employment by NSW region

The NSW Government is a significant employer in every part of the state. Most public sector employees work in Sydney (59.1%). However, the sector contributes relatively more to overall employment in regional areas of NSW than it does to employment in Sydney. In 2021, 65.7% of public sector employees worked in a metropolitan area (Sydney, Newcastle and Wollongong), compared with 34.3% in regional NSW.



Sources: WFP (2021); ABS (2021b)

## The NSW Government Regionalisation Strategy: Context setting and planning for success

The NSW Government has launched a principles-based regionalisation policy to increase the number of public sector roles outside metropolitan areas. The NSW Government Regionalisation Strategy was developed following growing evidence in support of locating government services in regional areas to coincide with strong population growth over the next 20 years.

Throughout 2020, a small team from Regional NSW led the strategy development, which was announced in February 2021. The team was embedded in the NSW PSC, working with staff to leverage the PSC's data and workforce planning expertise. NSW Treasury experts helped refine the key aspects of the strategy, particularly the development of a regional hub approach.

A key element of the strategy is identifying opportunities for workforce distribution in regional areas over time. This has involved determining the locations with existing and diverse public service workforces, and labour markets with potential to grow to meet future requirements.

Regional leadership is an important enabler of long-term success for the strategy. So, another key focus is increasing the presence of leaders in regional NSW, which currently has a disproportionate number of employees compared to leaders. This will help promote regional decision making and policy making, and create career pathways for regional employees.

The strategy has four measurable outcomes:

- Maintain or grow the size of the public service workforce in regional NSW (excluding the Greater Sydney metropolitan area, and the Newcastle and Wollongong local government areas).
- Where roles are identified as location-agnostic, advertise them as 'regional location encouraged'.
- Commit to a proportional increase in each cluster's public sector roles at Clerk Grade 11/12 (or equivalent) and higher in regional NSW by 2023.
- Protect the number of jobs in vulnerable regional economies (localities with fewer than 5,000 residents, as defined in section 218CA of the *Local Government Act 1993* (NSW)).

Since the policy was released, all NSW public sector departments have set regionalisation targets for leaders. This will improve the balance between leaders and employees in the regions. To help achieve the targets, departments will proactively transfer leadership positions to regional locations when opportunities arise. This could occur as metropolitan-based leaders vacate their roles, or when new roles are created through structural change.

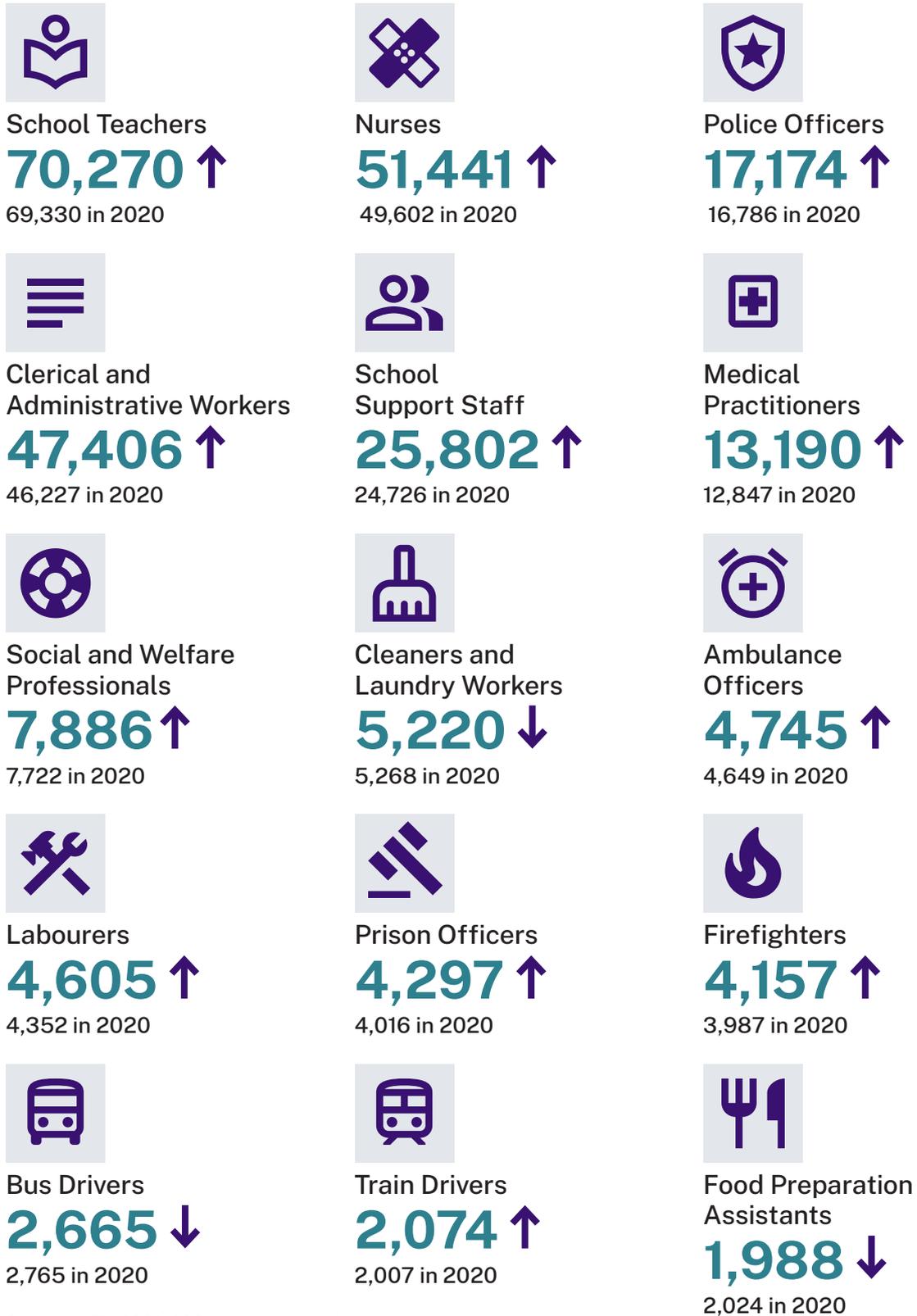
The enablers of flexible working, reliable technology and office hubs will contribute to the policy's success. To meet their targets, departments will need to draw up plans to regionalise leadership roles between now and 2023.



## Occupations

The NSW public sector employs people in a wide range of occupations.

### Full-time equivalent employees in key occupations, 2021 vs 2020

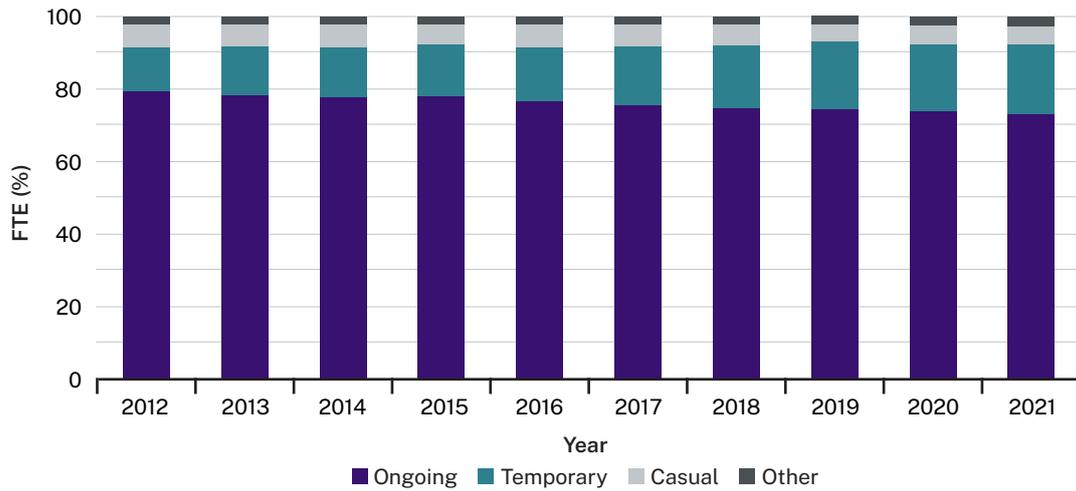


Source: WFP (2020, 2021), census period

## Employment types

To ensure the sector can flexibly deliver services, the way people are employed varies. Most people are employed on an ongoing basis; however, this proportion has been decreasing over time. The wide variety of roles within the NSW public sector means that our people are employed across a wide remuneration range.

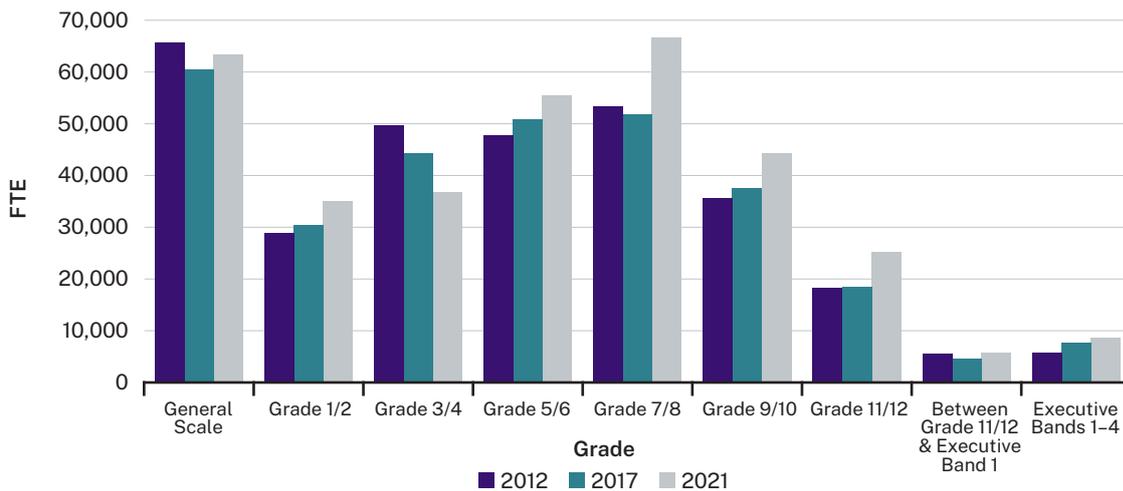
### Full-time equivalent employees by employment type, 2012–21



Source: WFP (2012–21), census period

Note: The 'Other' category includes employees whose employment category is Contract Executive, Contract Non-Executive, Statutory Appointee, Transport Senior Manager or Other.

### Full-time equivalent employees by grade, 2021 vs 2017 and 2012



Source: WFP (2012, 2017, 2021), census period, non-casual only

Note: To provide a whole-of-sector perspective, remuneration has been aligned with the grades defined in the Crown Employees (Administrative and Clerical Officers – Salaries) Award 2007. The GSE Act provides for the Premier to determine the bands in which senior executives are employed. Currently, there are four bands.



# Our people

Our people are the key to having a world class public service. The sector would not be able to deliver world class services without an inclusive and diverse workforce that is fully engaged.

This section touches on many aspects important to our people, including wellbeing, employee engagement, inclusion and diversity, learning and development, tenure, intention to stay and remuneration.

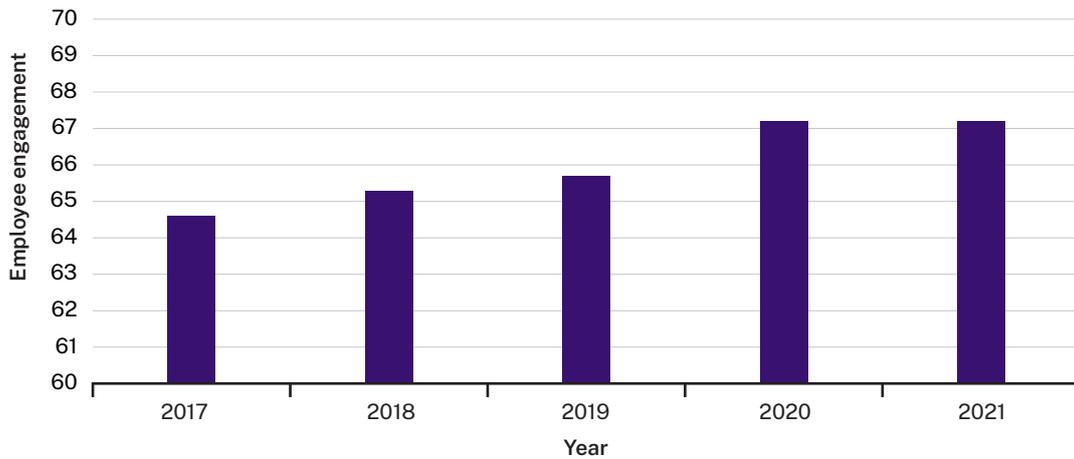


## Employee engagement

Employee engagement is about a person’s connection to their organisation. It is a global measure of employee experience and an important measure for the sector as it can be a proxy for productivity and, therefore, the sector’s overall performance.

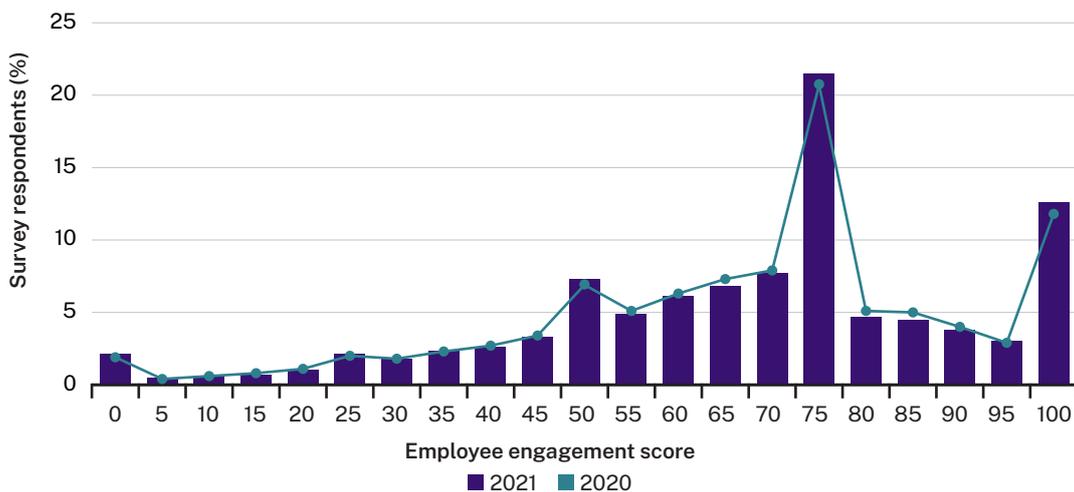
Many factors influence engagement, including leadership, a positive and inclusive work culture, manager support, accountability and flexible work. Employee engagement has remained steady since 2020, which is encouraging given the challenges of the COVID-19 pandemic.

### Employee engagement, 2017–21



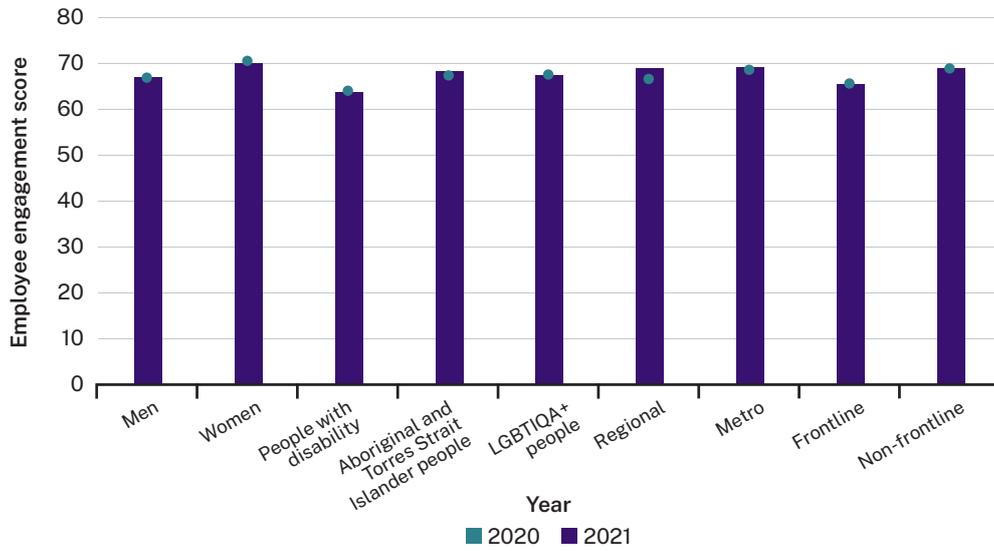
Source: PMES (2017–21)

### Distribution of employee engagement scores, 2021 vs 2020



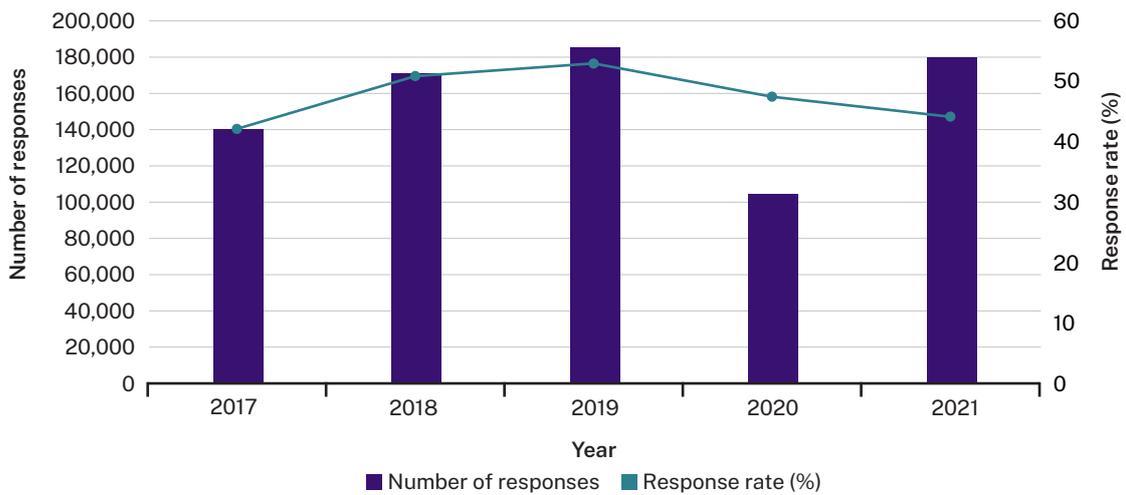
Source: PMES (2020, 2021)

### Employee engagement score, by employee group, 2021 vs 2020



Source: PMES (2020, 2021)

### People Matter survey participation, 2017-21



Source: PMES (2017-21)

### Job satisfaction, 2021 vs 2020



Source: PMES (2020, 2021)



## Learning and development

Access to learning and development helps employees achieve their performance and career goals. Learning and development also helps agencies to develop the most useful employee capabilities to deliver business outcomes.

The People Matter survey consistently shows that learning and development is a key driver of employee engagement. Encouragingly, there has been an increase from last year in employees stating that they have received the training and development needed to do their job well. Employee satisfaction with opportunities for career development has also increased since last year.

### Employee perceptions of learning and development, 2021 vs 2020



Source: PMES (2020, 2021)

## Wellbeing

Wellbeing means feeling good, functioning well and experiencing satisfaction and fulfilment in work and life. The wellbeing score is an aggregate of an employee’s self-rating of their general wellbeing, on a scale of 0 to 10, and their responses in two other People Matter survey sections in which they rate their agreement with the following statements:

- There are people at work who care about me.
- I can keep my work stress at an acceptable level.

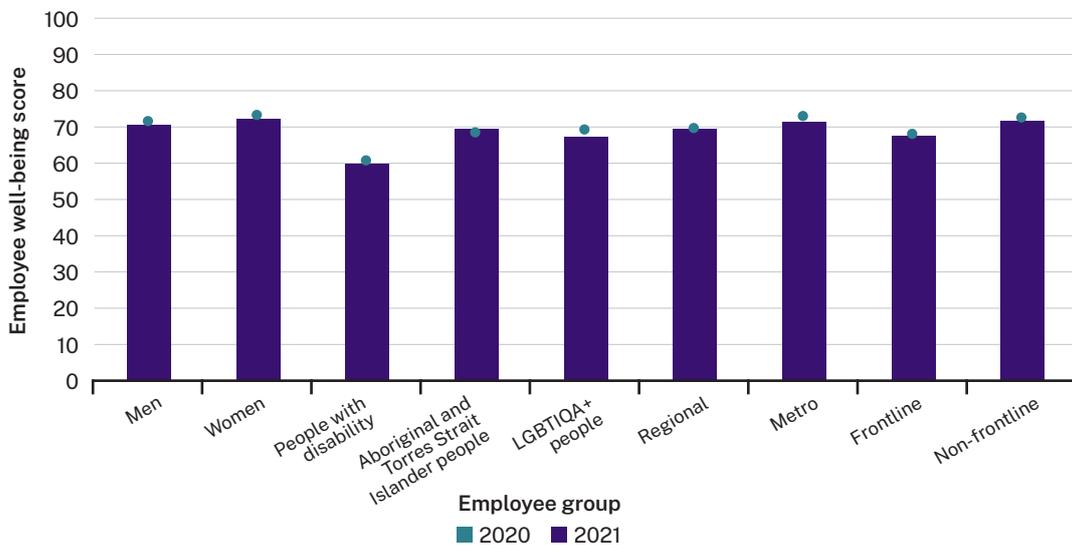
The wellbeing of public sector employees has decreased only slightly since 2020, which is encouraging considering the challenges the sector has faced during the COVID-19 pandemic.

### Employee wellbeing, 2021 vs 2020



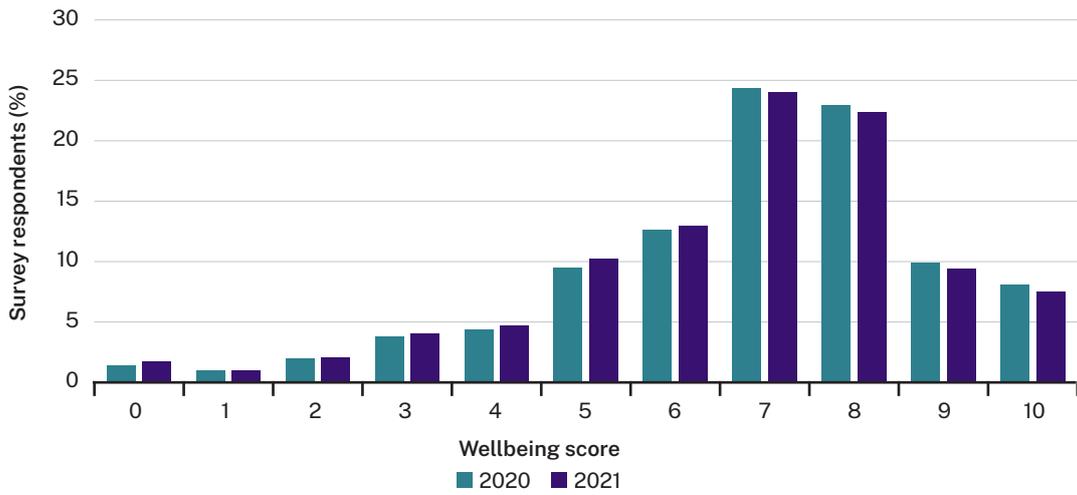
Source: PMES (2020, 2021)

### Employee wellbeing by employee group, 2021 vs 2020



Source: PMES (2020, 2021)

## Distribution of employees' general sense of wellbeing, 2021 vs 2020



Source: PMES (2020, 2021)

## Employees with a diagnosed mental health issue, 2021 vs 2020



Source: PMES (2020, 2021)

## Hours of paid unscheduled absence per full-time equivalent employee, 2017–21



Source: WFP (2017–21)

## Inclusion and diversity

Building an inclusive and diverse workforce is a key pillar in the NSW public sector’s plan to provide a world class public service.

- Inclusion enables a genuine sense of participation and contribution so that everyone feels valued, accepted and supported to thrive at work regardless of background, identity or circumstances.
- Diversity refers to the seen and unseen characteristics that make each individual different. For the public sector, a diverse workforce reflects the breadth of differences within the community it serves.

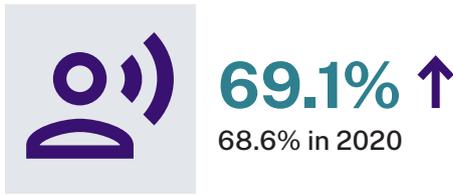
A diverse workforce alone does not equate to a successful workforce. To realise the benefits of diversity, it must also be inclusive. In an inclusive workplace, the culture, leadership, systems and work practices help employees feel that they belong and are safe. It also encourages them to be open and to be themselves. Inclusion enables genuine participation and contribution, regardless of seen and unseen individual differences, and drives greater innovation and better customer service (Diversity Council Australia, 2017).

### Employee perceptions of inclusion and diversity, 2021 vs 2020



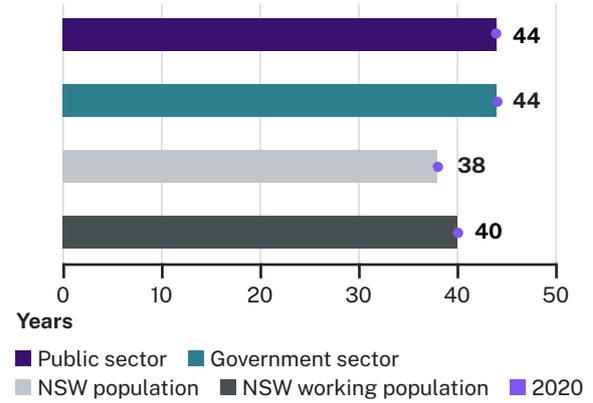
Source: PMES (2020, 2021)

### Employee voice, 2021 vs 2020



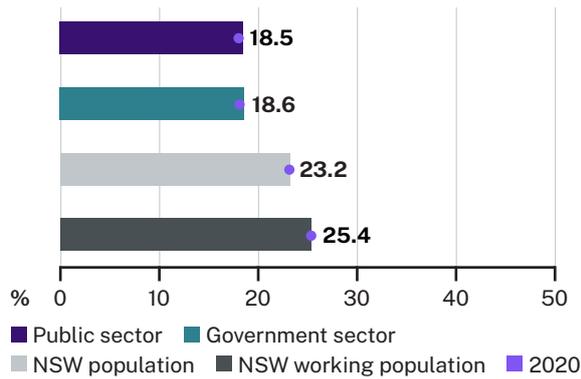
Source: PMES (2020, 2021)

### Median age, 2021 vs 2020



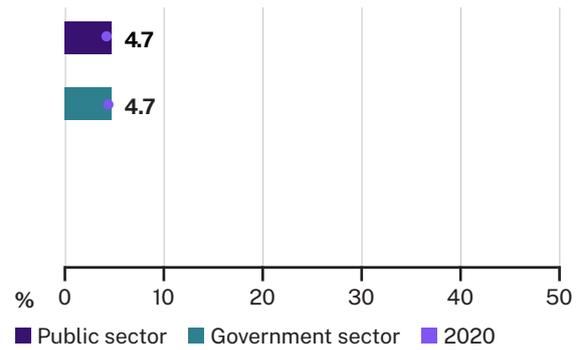
Sources: WFP (2020, 2021); ABS (2020a, 2016a)

### Representation of people with English as a second language, 2021 vs 2020



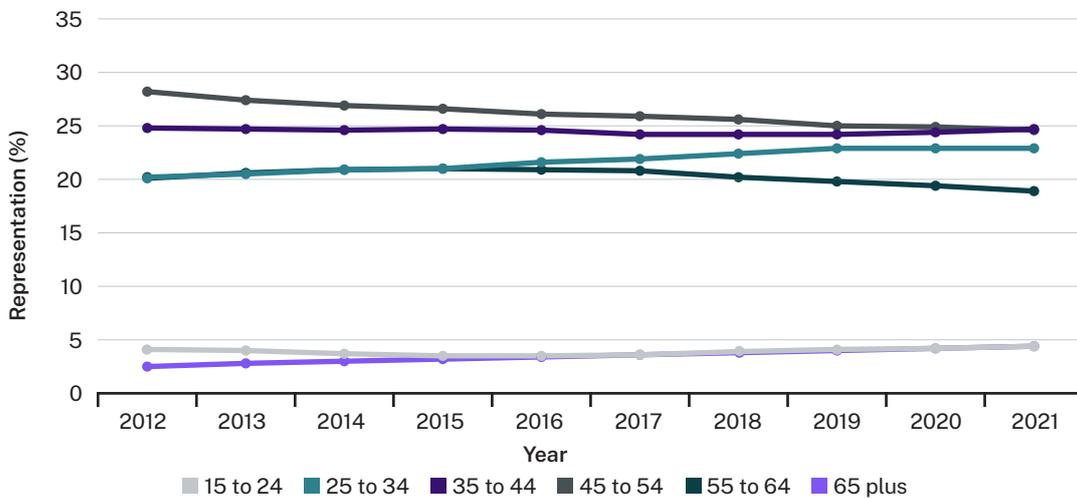
Sources: WFP (2020, 2021); ABS (2018a, 2018b)

### Representation of LGBTIQ+ people, 2021 vs 2020



Source: PMES (2020, 2021)

### Age band profile, 2012–21



Source: WFP (2012–21)

## Increasing inclusion and diversity in the Transport cluster

Transport for NSW's Aboriginal Career Development and Mentoring Program and the apprenticeship program run by Sydney Trains, a division of Transport for NSW, are two of many initiatives that promote diversity in the Transport cluster.

### Aboriginal Career Development and Mentoring Program

Transport for NSW is improving inclusion and diversity through its Aboriginal Career Development and Mentoring program. The aim of the program is to increase the number of Aboriginal and Torres Strait Islander employees at all levels of the agency and provide career development opportunities.

The number of Aboriginal and Torres Strait Islander people employed in the Transport cluster has increased by around 150% since 2016. But ensuring clear career progression and pathways for Aboriginal and Torres Strait Islander employees has been challenging.

An independent evaluation by the NSW Public Service Commission found that Aboriginal and Torres Strait Islander staff members across the sector had the highest representation in lower grades and were under-represented in higher grades. To boost representation in higher grades, Transport for NSW established a targeted leadership development program.

The Aboriginal Career Development and Mentoring Program gives aspiring Aboriginal and Torres Strait Islander leaders from across Transport the opportunity to develop their careers through structured mentoring that connects them with a Transport leader. The program also has a reverse mentoring component, helping to build cultural capability among senior leaders.

The 12-week program was designed and informed by Aboriginal and Torres Strait Islander people from across Transport for NSW as well as external partners. To deliver the program, Transport for NSW partnered with the Australian Graduate

School of Management at the University of NSW Business School, and Cox Inall Ridgeway, a social change agency working to disrupt disadvantage in Aboriginal and Torres Strait Islander communities.

The program gives Aboriginal and Torres Strait Islander employees meaningful opportunities to develop their skills so they can realise their potential and career aspirations. It assists Aboriginal and Torres Strait Islander leaders to build key strategic and interpersonal skills required in the workplace and community. Moreover, the program creates powerful role models for future Aboriginal and Torres Strait Islander leaders.

Seventy participants have graduated from the program, with 50% of graduates from the most recent cohort moving into more senior roles. Executive mentors in the program develop a greater understanding of Aboriginal and Torres Strait Islander cultures, protocols and beliefs, equipping them to become role models and agents for change.

An independent review in 2019–20 found that 64.3% of participants highly valued the program and felt it had a positive professional and personal impact on the development of Aboriginal and Torres Strait Islander mentees. More than 90% of mentor respondents said they would recommend the program to colleagues.

**“It has positively impacted in a personal sense. I have a clear understanding of the goals I now want to achieve.”**

– Aboriginal Career Development and Mentoring Program mentee

**“It was a very positive experience for me, and made me take the time to get to know more about the personal side of someone's Aboriginality. It's not a one-size-fits-all.”**

– Aboriginal Career Development and Mentoring Program mentor

## Sydney Trains' apprenticeship program

In 2017, there was only one woman among 46 apprentices recruited by Sydney Trains, a division of Transport for NSW. Men filled 98% of trade roles offered by the agency.

Increasing the number of women taking up apprenticeship roles was one aim when Sydney Trains established its apprenticeship program.

Sydney Trains recognised that getting more women into apprenticeships would increase the number of women in the pipeline for future trade jobs. It introduced initiatives to attract and better equip and support women wanting to take up frontline roles. One of these initiatives is the Women-only Electrical Pre-apprenticeship Program, which provides training in pre-employment electrical and mechanical skills, maths tuition, basic work health and safety knowledge, and soft skills such as interview techniques and CV preparation. This training enables women to confidently apply for roles and meet Sydney Trains' stringent recruitment requirements.

The Secondary School Work Experience Program encourages school leavers to apply for an apprenticeship with Sydney Trains and gives them firsthand knowledge of and experience with the various trade options available. This popular program is open to all public and private school students, and particularly encourages girls to try out a trade out for themselves. It is usually booked out early in the school year.

Through its Community Education Program, Sydney Trains representatives visit schools to talk to students about considering Sydney Trains as a career choice. They liaise with careers advisors, and attend careers events such as school expos, community expos and trade organisation events to promote opportunities at Sydney Trains. These events and activities enable Sydney Trains to provide relevant information to girls considering careers in science, technology, engineering and/or mathematics via a trade course or engineering degree.

Sydney Trains collaborates with external organisations to support prospective apprentices, including by connecting them with tradeswomen at

'Try a Trade' days and other events. This initiative gives women hands-on experience and enables them to gain valuable insights and career advice by speaking to women currently employed in trade roles. Sydney Trains has built strong industry links, and has established partnerships with schools and industry organisations. It has also won several awards for being a great work experience employer in several categories.

Its electrical and mechanical apprentices spend time working in various industries to increase their skills and knowledge, and help them attain all competencies required for their trades. A large number of female apprentices are currently undertaking this industry training, highlighting the diverse nature of Sydney Trains' apprentice workforce.

**"The Sydney Trains Work Experience Program is an excellent opportunity for our students to discover the broad scope of career options available in the fields of engineering, electro technology, IDT etc. This knowledge supports our students in their career and study decision making process post school, and adds valuable experience to their resumes. The fact that Sydney Trains offers a safe environment for specifically our female students, has opened many doors and interest fields for our girls and changed their perspective on working in a mainly male-dominated trade. Great to see this change happening!"**

– Staff member from a participating school

Sydney Trains' Apprenticeship Program has achieved meaningful results in building a diverse workforce. In 2021, women accounted for 27% of the apprenticeship intake, compared to 2% in 2017. Each year, more women successfully complete the pre-apprenticeship program, successfully graduate and may be offered an apprenticeship in electrotechnology, mechanical engineering and telecommunication trades. Moreover, each year shows a significant increase in women interested in trade roles compared to previous years.

Transport’s focus on mentoring Aboriginal and Torres Strait Islander people and boosting the number of women entering its apprenticeship program has achieved positive outcomes. The Aboriginal Career Development and Mentoring Program is recognised as leading practice in the NSW public sector, and several other agencies have engaged with Transport for NSW to learn more about implementing similar programs in their own agencies.

Transport for NSW’s Sydney Trains division will continue its presence in community engagement activities. It will expand its Work Experience Program to encompass even more opportunities for students to learn what Sydney Trains can offer, and will continue to build diversity within its workforce.



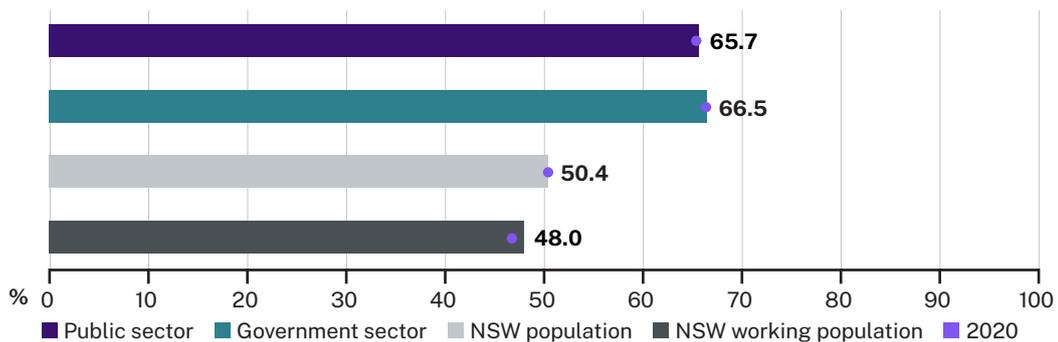
## Premier’s Priority for a world class public service

The Premier’s Priority for attaining a world class public service involves implementing best practices to increase productivity and digital capability, and increasing diversity so that by 2025:

- 50% of senior leadership roles are held by women
- there are 114 Aboriginal and Torres Strait Islander people in senior leadership roles
- 5.6% of government sector roles are held by people with disability.

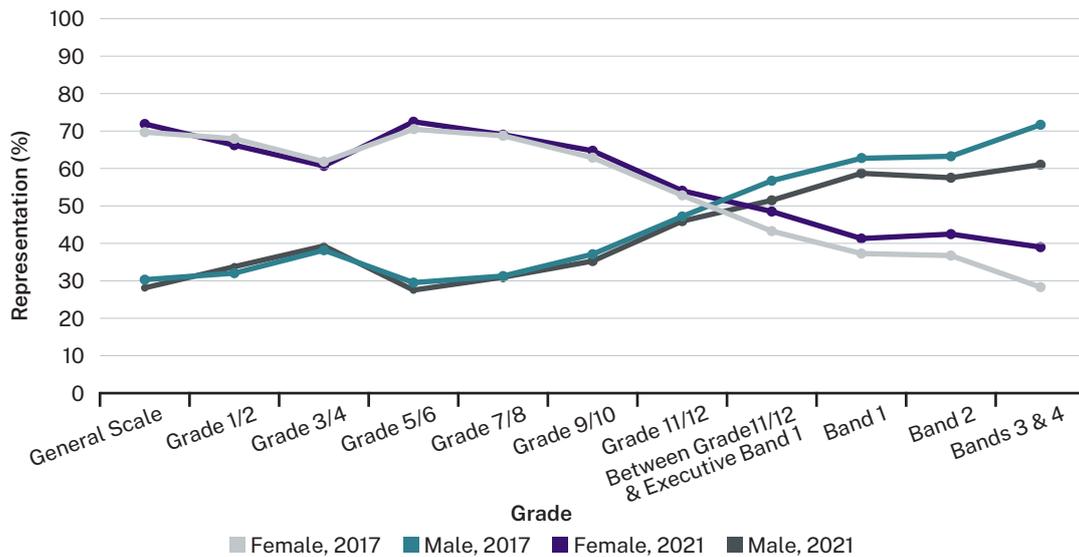
A public service that is diverse and inclusive will better represent and reflect the communities we serve.

## Representation of women, 2021 vs 2020



Sources: WFP (2020, 2021); ABS (2021c, 2021d)

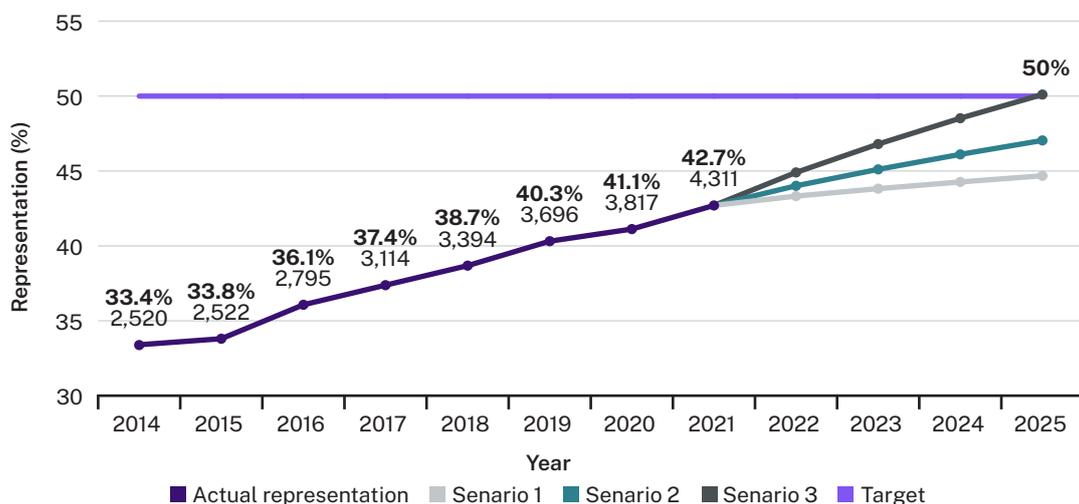
## Gender representation by grade in the government sector, 2021 vs 2017



Source: WFP (2017–21)

## Women in senior leadership, 2014–21, and 2025 target and projections

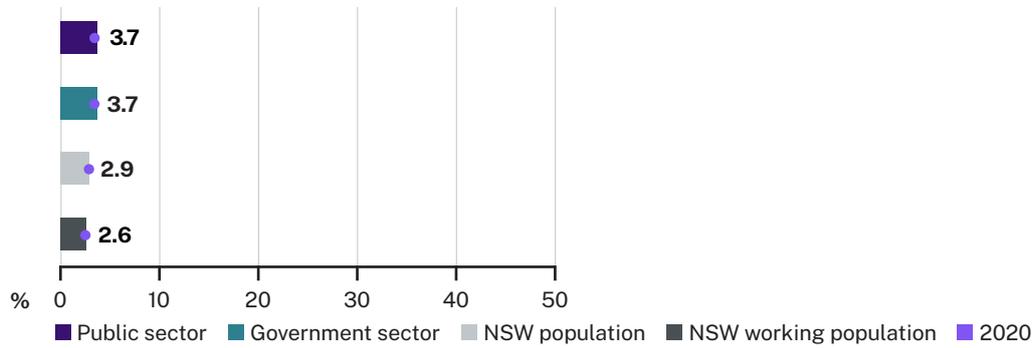
The PSC has used Workforce Profile data to forecast the level of representation of women in senior leadership by 2025, under three different scenarios. To achieve its target, the NSW public sector needs to recruit a woman for six out of every 10 senior leadership roles. This improvement will only be achieved if the NSW public sector accelerates its efforts to develop a pipeline of female leaders, and identifies and removes the obstacles in the recruitment process that impede women’s advancement to senior levels.



Source: WFP (2014–21)

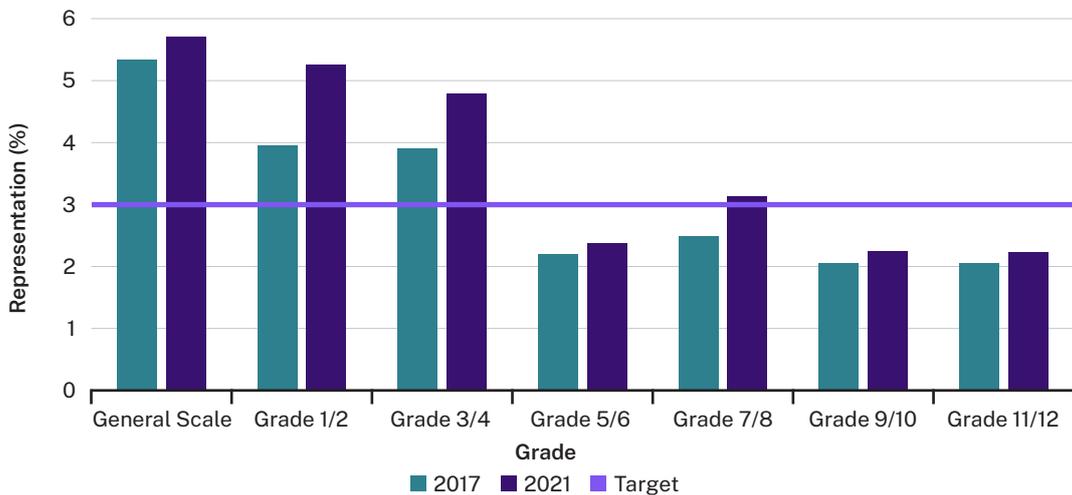
Notes: Scenario 1 = average historical recruitment rate. Scenario 2 = minimum 50% female recruitment. Scenario 3 = minimum 60% female recruitment. Senior leaders are non-casual government sector employees with a salary equal to or higher than \$166,247 at 1 July 2020, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles with a statutory or institutional character (such as judge, magistrate and barrister).

## Representation of Aboriginal and Torres Strait Islander people, 2021 vs 2020



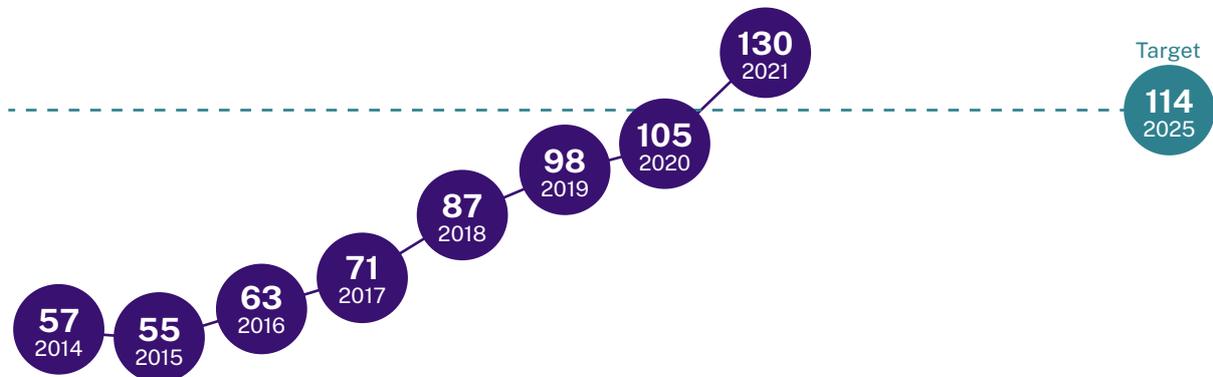
Sources: WFP (2020, 2021); ABS (2016b, 2015)

## Aboriginal and Torres Strait Islander representation in government sector, by non-executive grade, 2021 vs 2017



Source: WFP (2017–21)

## Aboriginal and Torres Strait Islander people in senior leadership, 2014–21, and 2025 target and projections



Source: WFP (2014–21)

Note: Senior leaders are non-casual government sector employees with a salary equal to or higher than \$166,247 at 1 July 2020, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles with a statutory or institutional character (such as judge, magistrate and barrister).

## Dedicated staff at Wirrimbirra transform the lives of Aboriginal families and children in Western NSW

Wirrimbirra is an Aboriginal family preservation service that is transforming the lives of vulnerable children and families in Western NSW.

Wirrimbirra is part of the NSW Department of Communities and Justice. It provides support to Aboriginal and Torres Strait Islander families who are experiencing challenges in their lives, so families can stay together and their children can grow up safely with kin and on Country.

Despite numerous reforms and changes to legislation over the past few years, Aboriginal and Torres Strait Islanders children continue to be over-represented in the statutory child protection system. The findings of independent reviews into out-of-home care in 2015 and 2019 led the department to change its services to Aboriginal and Torres Strait Islander children and families.

In 2018 and 2019, more than 60% of children in out-of-home care in Western NSW were Aboriginal and Torres Strait Islander, compared to the average of 40% statewide. Aboriginal and Torres Strait Islander children also accounted for 54% of new entries into out-of-home care, compared to 40% in the rest of NSW. There was also a shortage of Aboriginal and Torres Strait Islander foster carers and very few Aboriginal and Torres Strait Islander out-of-home-care services in the region.

Responding to these challenges, the department created a small team in August 2019 to design an Aboriginal family support service. The team had a core group of departmental staff in Western NSW, who were assisted by expert Aboriginal and Torres Strait Islander practitioners. The team developed a proposal to pilot an internally commissioned model for providing Family Preservation Packages under the Permanency Support Program. It also proposed redesigning the service model to draw on traditional cultural approaches, underpinned by legislated Aboriginal Child Placement Principles.



Wirrimbirra is a Wiradjuri word meaning ‘to keep... to preserve’. Core components of the model include yarning, dadirri (deep listening), connectedness and healing. One of the unique aspects of the service is the ‘family coach’ who provides intensive in-home support to families, a role that was traditionally embodied by aunties, uncles, nans, brothers and sisters. The service model also brings in community Elders to offer healing, cultural and life skills support.

The department’s executive endorsed the model, and the service was allocated 30 Family Preservation Packages for an initial period of two years. Wirrimbirra opened its doors in March 2020, with a dedicated shopfront in Dubbo. The Wirrimbirra approach is underpinned by an ‘enabling’ model of support, one that assists families to identify their own support needs and to gain practical life skills over time. This can translate into positive and sustainable everyday behaviours when it’s time for Wirrimbirra to exit.

While it is still early days, over the first 18 months of operation Wirrimbirra has assisted many families with intergenerational trauma and complex needs. It has provided services to 62 families with a total of 145 children. This includes giving intensive support to 20 families with a total of 60 children. These families have had ongoing involvement with child protection services and the children were at high risk of entering care.

Wirrimbirra also provided individual services – including transport, mentoring, respite, family contact and holiday programs – to 22 families with a total of 47 children. Through its No Wrong Door policy, Wirrimbirra has assisted more than 300 walk-in community members who were seeking information, advocacy or just a safe space to yarn. The organisation is transforming the lives of not only the clients but also those of employees. The service has grown from opening with three staff members in March 2020 to currently having 38 employees, 90% of whom are Aboriginal and Torres Strait Islander.

Further, 32 local community members have been recruited to the role of family coach. Wirrimbirra’s learning and development strategy offers an entry-level pathway into the social services industry and provides employees with mentoring to develop their skills.

Since opening, Wirrimbirra has:

- successfully supported mothers to take babies home from hospital, where those babies were previously at risk of entering care at birth
- improved children’s school attendance and educational outcomes
- supported parents to break the cycle of long-term drug and alcohol use.

The dedicated team has put a huge effort into making this service a reality. Their shared vision would not be possible without community consultation and the diligent work of the initial project team. Wirrimbirra has achieved a high level of engagement with local Aboriginal and Torres Strait Islander communities and community organisations. It also contributes to the NSW Premier’s Priority: Keeping children safe, protecting our most vulnerable children and breaking the cycle of disadvantage.

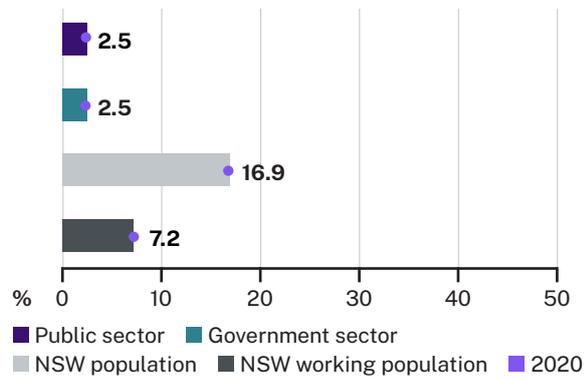
“We recognise that family and community is at the heart of shaping a child’s journey through life. We feel very privileged that the Aboriginal community has embraced Wirrimbirra. We have been able to create a culturally safe space where our community feels safe to walk in and seek support.”

– Wirrimbirra team member

A formal evaluation of the service is planned over the next 12 months to assess its impacts on key indicators such as reducing re-reporting, Aboriginal and Torres Strait Islander children to the Child Protection Helpline and reducing the number of Aboriginal and Torres Strait Islander children entering care. The service delivery model is scalable and the feasibility of expanding it to other high-needs communities with identified service gaps is being explored. Wirrimbirra has recently expanded its services into Central West NSW and is looking to expand into other locations.

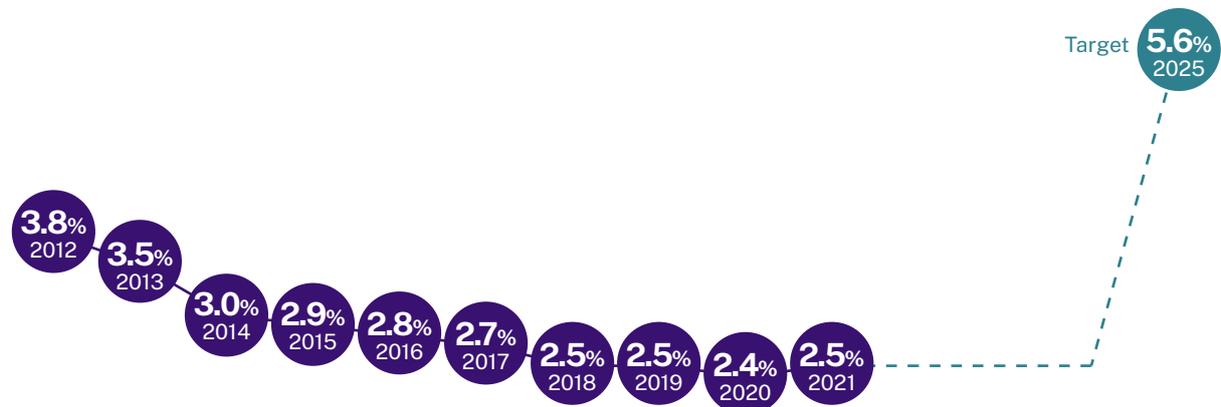


## Representation of people with disability, 2021 vs 2020



Sources: WFP (2020, 2021); ABS (2018a, 2018b)

## People with disability, 2014–21, and 2025 target and projections



Source: WFP (2020–21)

## DPIE's workplace adjustment portal and passport improve the experience for employees seeking workplace adjustments

The Department of Planning, Industry and Environment (DPIE) is committed to creating a workplace where the health and wellbeing of its people are at the forefront. In 2019, DPIE began implementing its Connected Workplaces program. This included moving over 5,000 employees from 12 sites across Sydney into a purpose-built agile office in Parramatta, and consolidating some regional staff into a new hub in Orange. During this process, DPIE undertook extensive consultation with staff across the state to assess their needs in a new office. This process included running a workplace adjustment requirements survey. The survey results revealed that employees with disability were experiencing difficulties in having their need for workplace adjustments met.

The existing adjustment process was time-consuming and manual, lacked adequate record keeping, and felt undignified for employees requiring an adjustment. Employees would request adjustments through their managers, but they often didn't feel comfortable making the request, and there was uncertainty about the manager's role in approving and implementing adjustments. It was also unclear who owned the ongoing adjustment processes, with support being delivered ad hoc by managers and HR teams. These barriers meant long delays before employees were able to perform effectively in their roles.

To address these issues, DPIE turned the process on its head. Its new streamlined process includes three main elements:

- A Workplace Adjustment Guideline, informed by the Disability Employee Network, explains and streamlines the workplace adjustment process and outlines roles and responsibilities.
- Employees use a confidential online portal to identify any temporary or permanent adjustments they require.
- The portal generates a workplace adjustment passport once an employee's adjustments have been reviewed and approved.

The portal is managed by a centralised team, reducing the time between request and approval. This also makes it easier for employees to request adjustments, and for managers to implement them. The portal has improved record keeping and reporting on the types of adjustments in place. And it allows an approved adjustment to be carried over and applied to different roles within DPIE, without the need for a new request.

The workplace adjustment passport was officially launched on 3 December 2020, on the International Day of Persons with Disabilities, and the outcomes since its launch have been overwhelmingly positive. The passport ensures that everyone has a clear understanding and a record of approved adjustments, and reduces the need to reassess adjustments every time an employee changes jobs, relocates or gets a new manager.

**“After meeting my manager and the team I got all my equipment I needed on Day 1... Wow, just wow. A formal process of workplace adjustment that is conducted with dignity and efficiency.”**

– Workplace adjustment portal and passport participant

As of June 2021, there were 267 adjustments in the portal, allowing employees to have the equipment and support they need to participate and perform fully in their roles. The time it takes to implement an adjustment has reduced from a minimum of six weeks to within five to 10 days in most cases. Additionally, the streamlined process has reduced the cost of adjustments by 78% from 2019–20 to 2020–21.

The streamlined process provides support and education for managers, improving their ability to manage employees with adjustments. It is now much easier for managers and employees to discuss adjustments, helping to create a more inclusive culture at DPIE.

DPIE is open to helping other NSW public sector agencies establish a similar portal and passport system, with the aim of shaping a consistent employee experience for people with disability across the sector.

## Tenure and intention to stay

‘Tenure’ refers to the time that an employee has spent in an organisation. ‘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 the employee experience, including engagement.

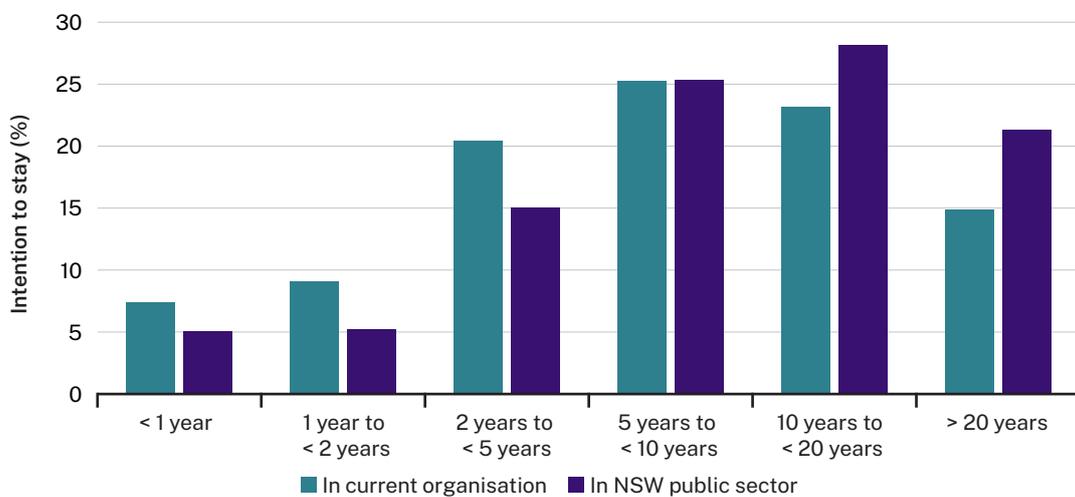
Intention to stay is a leading indicator of turnover. However, intention doesn’t always translate into action. A certain amount of turnover in any organisation is healthy. The greatly varying nature of functions performed by NSW public sector agencies makes it difficult to determine if the sector’s overall level of turnover is healthy or unhealthy. It is important for agencies to combine intention to stay and turnover data with other People Matter survey data and with information obtained from staff exit surveys. This will help agencies understand what is driving employee turnover within the context of their specific workplaces.

### Median agency tenure, 2021 vs 2020



Source: WFP (2020, 2021)

### Intention to stay, 2021



Source: PMES (2021)

## Remuneration

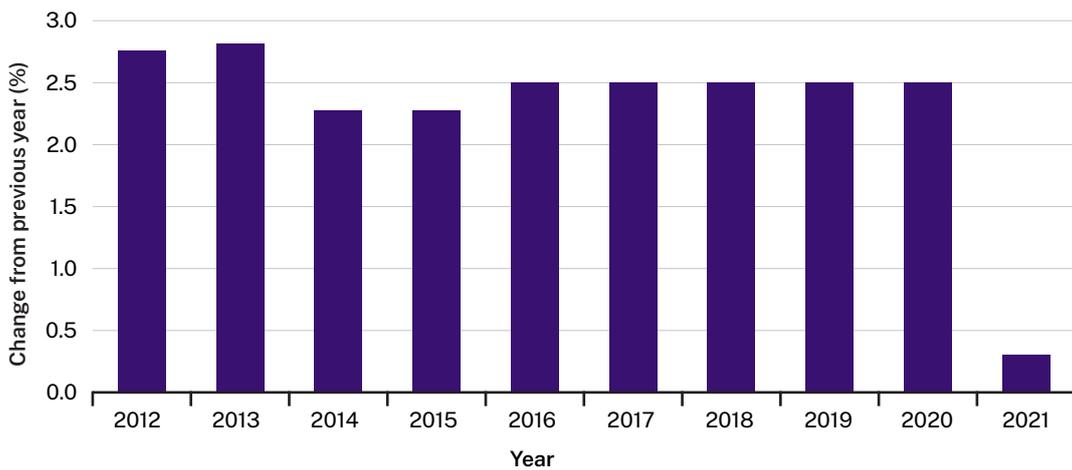
Remuneration or pay for NSW public sector employees is determined by several Acts, regulations and rules managed by various NSW Government agencies. Employees' remuneration and conditions vary according to the legislation and industrial instrument that applies to their job type and employing agency.

### Median salary, 2021 vs 2020



Source: WFP (2020, 2021)

### Changes in median salary, 2012–21



Source: WFP (2012–21)

### Median salary for women and men, 2021 vs 2020



Source: WFP (2020, 2021)

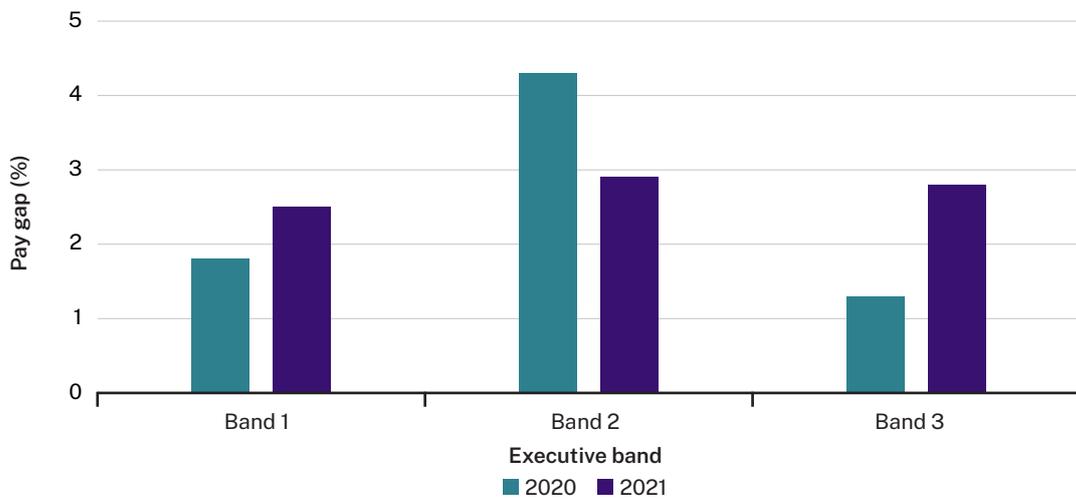
## Gender pay gap, 2021 vs 2020



Source: WFP (2020, 2021)

Note: Employee salary is the full-time base remuneration for the role, regardless of whether the employee is working part time or full time.

## Government sector senior executives gender pay gap, 2021 vs 2020



Source: WFP (2020, 2021)

Note: The data excludes a small number of executives whose employment arrangements are not aligned with the government sector senior executive band structure.



# Our workplaces

Our workplaces should be where our people thrive. The public sector will continue to evolve our workplaces to exemplify our values and create safe, healthy and flexible places where all employees can bring their best to work and serve the people of NSW. Bullying, discrimination, sexual harassment and racism should not be tolerated. The harmful consequences of negative workplace behaviours at the individual and organisational levels are well established, and they undermine efforts to create positive and productive workplaces.



## NSW public sector values

The NSW public sector is committed to upholding its core values of integrity, trust, service and accountability. The sector aims to:

- consider people equally without prejudice or favour
- build relationships based on mutual respect
- be flexible and innovative
- deliver services reliably
- take responsibility for decisions and actions.

A positive workplace culture built on sound values and principles helps to increase employee engagement and wellbeing, and reduces negative workplace behaviours.



## Government agencies seek community input on the best ways to reuse Brewarrina Correctional Centre

The plan for reusing the Brewarrina Correctional Centre shows what can be achieved when government agencies listen to and focus on the needs of the community.

Corrective Services NSW (CSNSW) operated the centre near the remote North West NSW town of Brewarrina as a minimum-security prison for Aboriginal and Torres Strait Islander men, until its closure in mid-2020. CSNSW was aware that the prison significantly supported local employment and the local economy, and was keen to ensure that any reuse of the facility recognised the impacts it would have on the community. It tasked Property & Development NSW (PDNSW) with identifying alternative uses for the 10,500-hectare site.

PDNSW faced two significant issues in finding a use for the site. The remote location reduced its capacity for alternative uses. The community was also concerned that its closure would have adverse social and economic impacts, including for the area's Traditional Owners, the Ngemba, Ualarai, Murrawarri and Wailwan Aboriginal peoples.

PDNSW worked collaboratively with key stakeholders – CSNSW, the local community, the Brewarrina Shire Council and the Brewarrina Local Aboriginal Land Council (LALC) – to identify potential innovative uses for the facility. To identify community needs, PDNSW and CSNSW launched a 'Call for Future Use' campaign to encourage community members to put forward ideas. They also allowed the community to be at the centre of the decision-making process.

Feedback highlighted the need for a women's drug and alcohol rehabilitation centre, and identified a desire to return portions of the centre that contained culturally significant land to Traditional Owners. The Brewarrina LALC sought access to and control of these lands to enable Aboriginal and Torres Strait Islander community members to undertake production and agricultural activities.

To achieve these outcomes an agreement has been reached to transfer a portion of the land to the Brewarrina Shire Council, which will lease the site to Orana Haven Aboriginal Corporation. The Corporation will establish a drug and alcohol rehabilitation and prevention service for Aboriginal and Torres Strait Islander women.

The centre will assist women in acquiring skills that enable them to address the underlying disadvantage that can lead to drug and alcohol abuse. It will also provide employment opportunities for the community and attract people with skills in health care, social work and education to the area.

Brewarrina Shire Council has also reached an agreement with the Brewarrina LALC to transfer to Aboriginal ownership approximately 10,000 hectares of land that will be used for agricultural and cultural purposes. Achieving this outcome has strengthened the relationship between the NSW Government and local Indigenous communities. These lands will provide Brewarrina's Aboriginal and Torres Strait Islander community with opportunities to establish businesses, leading to employment and educational opportunities. Importantly, it will also provide the local Aboriginal and Torres Strait Islander community with a place to connect with their land.



## Flexible work

The NSW public sector aims to be a world class employer that offers employees flexible working options. Since 2016, the sector has had a policy of providing flexible working arrangements on an ‘if not, why not?’ basis, in a way that maintains or improves service delivery.

The top three flexible working arrangements in 2021 are:

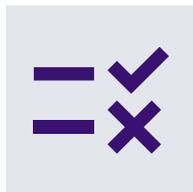
- working from home
- flexible start and finish times
- working from different locations.

The COVID-19 pandemic accelerated the shift towards flexible working. As Sydney and other parts of the state emerge from lockdown and offices re-open, it is anticipated that many teams will work in a hybrid way. This is consistent with national and global trends.

### Employees’ use and perceptions of flexible working arrangements, 2021 vs 2020



Use  
**78.5%** ↑  
 78.4% in 2020



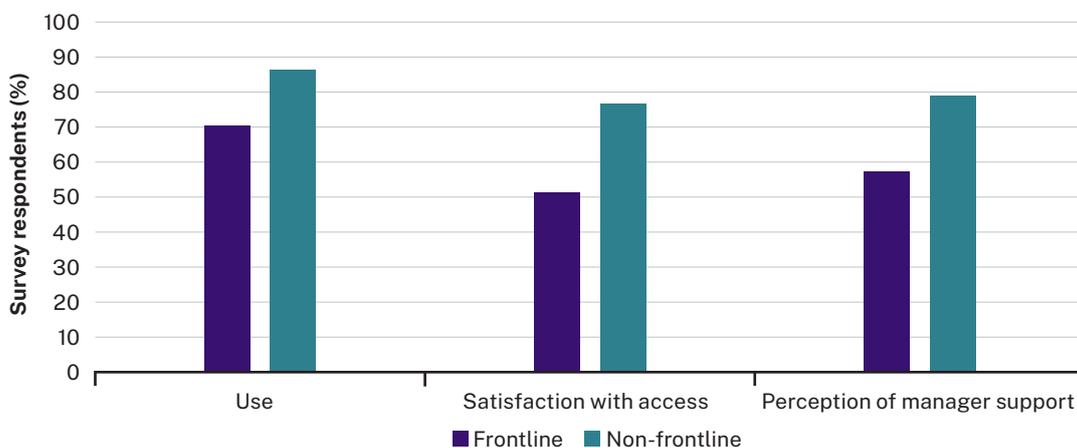
Satisfaction with access  
**64.5%** ↓  
 65.5% in 2020



Perception of manager support  
**68.3%** ↑  
 68.0% in 2020

Source: PMES (2020, 2021)

### Employee use and perceptions of flexible working arrangements, frontline vs non-frontline



Source: PMES (2021)

## Creating a more inclusive paid parental leave scheme for the NSW public sector

A PSC review of parental leave arrangements in the public sector laid the groundwork for an enhanced paid parental leave scheme, introduced on 1 July 2021. The scheme is now gender-neutral and provides up to 14 weeks of leave entitlement to parents when they take primary responsibility for the care of their child.

The PSC review aimed to understand the level of support in the sector for all parents to share caring arrangements and promote women's workforce participation. The review was prompted by the 2020 Male Champions of Change listen and learn forums, which were designed to raise awareness of issues that affect gender equity. Senior leaders in the NSW Government participated in these forums across all NSW Government clusters. Through the forums, participants learned about the importance of parental leave for both female and male employees.

The PSC review compared NSW public sector arrangements with best practice in other government jurisdictions, the private sector and internationally. It found that NSW entitlements were far behind best practice, and did not provide fathers, same-sex parents, adoptive parents and other caregivers equal opportunity to share caregiving.

It recommended establishing a sector-wide working group to develop a best-practice parental leave model. This group comprised of representatives from each cluster, and key stakeholders such as whole-of-government data and HR information services providers. The NSW Government Chief People Officers Group endorsed this approach in October 2020. At the same time, NSW Treasury undertook preliminary calculations to determine what a new scheme could potentially cost and the broader economic outcome of better supporting women's workforce participation. As a result, then Treasurer, the Honourable Dominic Perrottet, announced funding for the new paid parental leave policy in the State Budget delivered on 16 November 2020.

In response, the PSC chaired a paid parental leave scheme working group focused on designing a gender-neutral parental leave scheme that would align with the budget announcement and consider the practical aspects of implementing the scheme.

Establishing the cross-government working group was key to the speed of change. Input from sector-wide data collectors, industrial relations specialists and HR service providers enabled the working group to think about implementation needs from the start.

Pairing a budget measure with a cross-government working group endorsed by the Chief People Officers Group gave change at the agency level the best possible chance. The working group collaborated with NSW Treasury to provide estimates of the costs of the new scheme. It also simultaneously worked on the scheme's finer design principles and implementation needs. This collaboration with Treasury meant the working group knew its proposals would be feasible within the framework of the budget announcement.

The working group collaborated with the Department of Premier and Cabinet's Public Sector Employee Relations team to prepare a determination that would apply to the entire NSW Public Service. It also coordinated with all the Secretaries' offices to coordinate the passing of their own determinations to cover the rest of the government sector. A Premier's memorandum was also drafted to extend the provisions to the remainder of the public sector.

This work on the paid parental leave scheme shows that a cross-government working group, paired with strong political commitment, is a model for driving change on sector-wide employment initiatives. These initiatives are sometimes challenging to implement in a diverse sector with different needs, but they can be achieved through collaboration.

## Misconduct

Misconduct is behaviour that is unethical or illegal, or that breaches an agency’s code of conduct. The public sector values provide a clear framework for employee understanding of misconduct and what it means for everyday work. The public sector has zero tolerance for misconduct.

The People Matter survey asks employees about their experience of misconduct at work. While the overall level of misconduct encountered was low and the reporting robust, there were several reasons why people didn’t report misconduct. The top three reasons were:

- I thought there would be negative consequences for me (46.7%)
- I didn’t think it would make a difference (42.9%)
- I didn’t think it would be confidential (36.0%).

### Pressure to engage in misconduct, 2021 vs 2020



Source: PMES (2020, 2021)

### Proportion of employees aware of and reporting misconduct, and proportion whose reports were resolved satisfactorily, 2021 vs 2020



Aware of misconduct  
**15.4% ↓**  
16.4% in 2020

Source: PMES (2020, 2021)



Misconduct reported  
**57.8%**  
57.8% in 2020



Misconduct resolved to satisfaction  
**35.9%**

## Bullying

Reducing negative behaviours such as bullying will help build positive workplace environments and boost inclusion. While bullying in the sector has reduced over time, it remains a problem that needs to continue to be addressed.

In the People Matter survey, bullying is defined as ‘repeated unreasonable behaviour directed towards a worker or group of workers’. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities. Feedback on work performance, delivered in a respectful way, is not bullying.

This year, to better understand the overall employee experience of bullying, employees were asked about any bullying they had experienced in the preceding 12 months, not just the most serious incident (as in previous People Matter surveys). This means that the data on reported bullying and whether reports were resolved to employees’ satisfaction are not comparable to previous years.

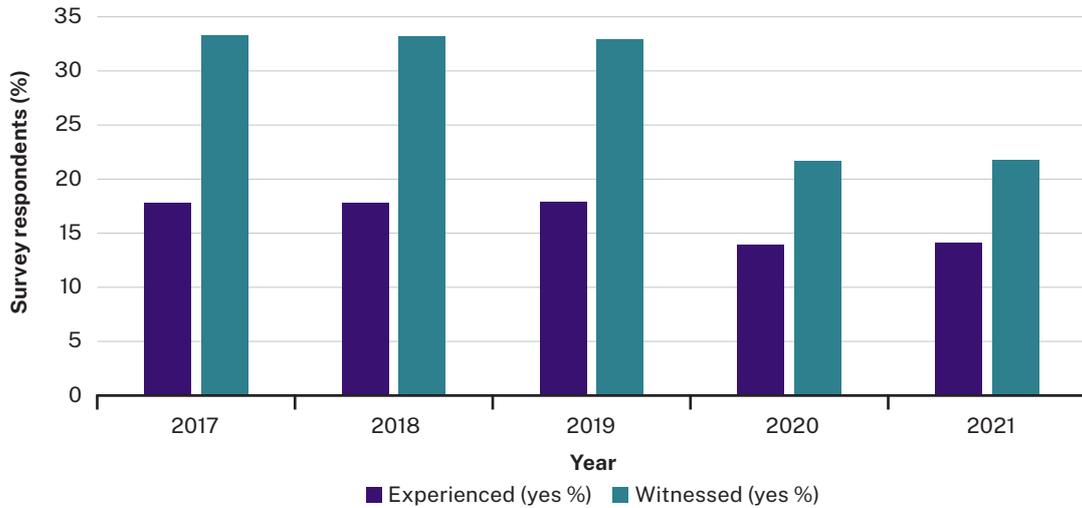
### Employees who witnessed or experienced bullying, who reported it and who had their report satisfactorily resolved, 2021



Source: PMES (2020, 2021)

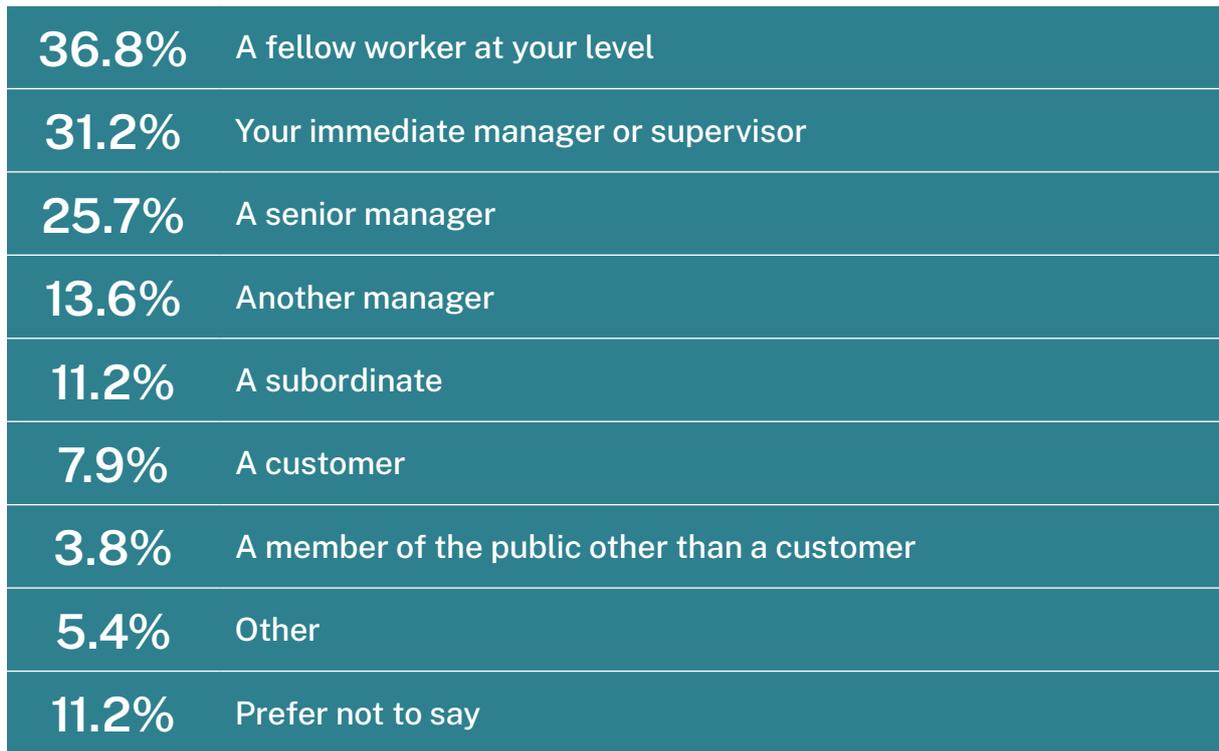
Note: In 2021, employees who experienced bullying were subsequently asked to say whether they reported any bullying they had witnessed or experienced. For analysis, these questions include only employees who reported experiencing bullying.

### Rates of self-reported experienced and witnessed bullying, 2017–21



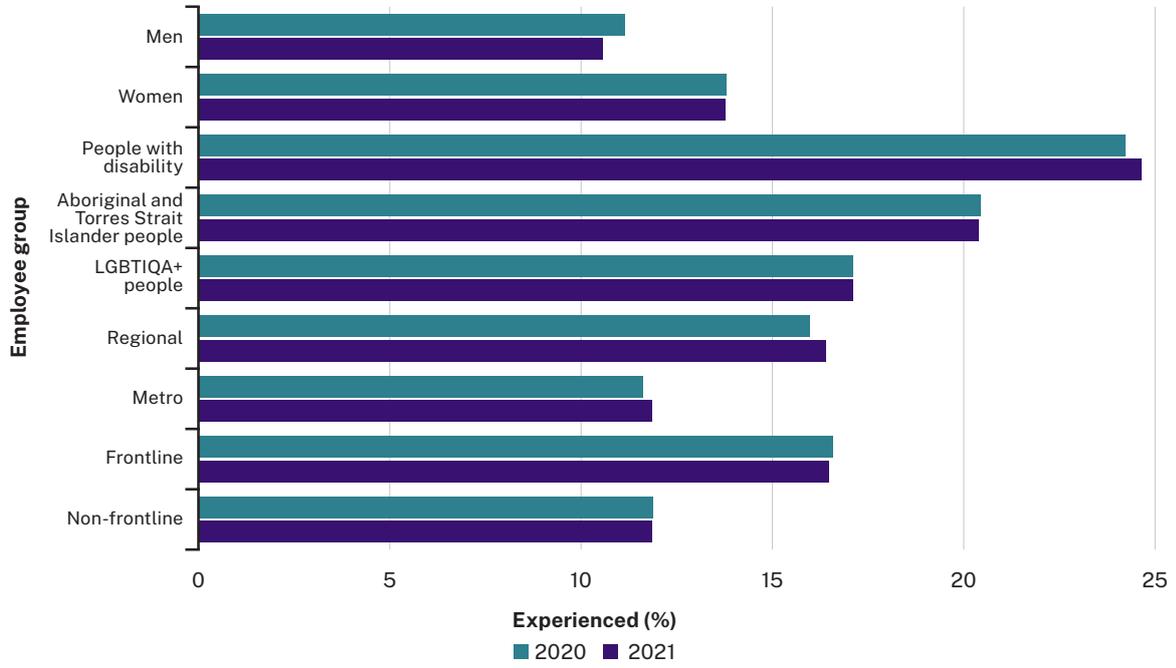
Source: PMES (2021)

### Sources of self-reported bullying incidents, 2021



Source: PMES (2021)

## Rates of self-reported experienced bullying, by different employee groups, 2021 vs 2020



Source: PMES (2021)

## Discrimination and racism

For the first time, this year the People Matter survey asked employees about their experience of discrimination and racism.

- Discrimination is 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 is prejudice, discrimination or hatred directed at someone because of their skin colour, ethnicity or national origin.

No unlawful discrimination or racism is ever acceptable. It is important to understand employee experiences in this area to reduce the incidence of these harmful workplace behaviours to zero.

### Employees who experienced discrimination, who reported it and who had their report satisfactorily resolved, 2021



Discrimination experienced

**10.1%**

Source: PMES (2021)



Discrimination reported

**25.3%**



Complaint resolved to satisfaction

**17.0%**

### Employee attributes that discrimination was based on, 2021

<b>23.9%</b>	Age	<b>7.3%</b>	Personal association with someone who has any of the above attributes
<b>23.1%</b>	Race	<b>6.7%</b>	Physical features
<b>18.7%</b>	Employment activity*	<b>6.4%</b>	Religious belief or activity
<b>15.4%</b>	Sex	<b>6.1%</b>	Disability
<b>9.4%</b>	Gender identity, sexual orientation or lawful sexual activity	<b>3.9%</b>	Marital status
<b>8.6%</b>	Parent or carer status	<b>28.3%</b>	Other
<b>7.3%</b>	Industrial and/or political activity		

Source: PMES (2021)

\*Such as making a reasonable request for information about a person’s employment entitlements, or communicating concerns about the provision of these entitlements.

### Employees who experienced racism, who reported it and who had their report satisfactorily resolved, 2021



Racism experienced

**4.2%**



Racism reported

**27.3%**



Complaint resolved to satisfaction

**33.9%**

Source: PMES (2021)

## Sexual harassment

Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated or intimidated. The 2020 People Matter survey was the first time the survey included separate questions about sexual harassment. These questions were asked again in 2021. Although the rate of sexual harassment was lower than for other negative behaviours, any number above zero is unacceptable. Unfortunately, this year the rate increased slightly.

### Employees who experienced sexual harassment, who reported it and who had their report satisfactorily resolved, 2021



Sexual harassment experienced

**4.5%**

Source: PMES (2021)



Sexual harassment reported

**24.5%**



Complaint resolved to satisfaction

**44.0%**

### Employees who experienced sexual harassment, by gender, 2021 vs 2020



Women

**5.0% ↑**

4.6% in 2020

Source: PMES (2021)



Men

**2.7% ↑**

2.3% in 2020



Non-binary

**15.8% ↑**

13.6% in 2020

## Workplace health and safety

WHS involves managing risks to the health and safety of everyone in a workplace. Health refers to physical and psychological health. The NSW public sector is committed to providing a physically and mentally healthy workplace for all employees.



### Employee perceptions of health and safety, 2021



Source: PMES (2021)



# Our leaders

The impact that leaders have on the performance of their organisations cannot be underestimated. Leadership is critical in setting direction, executing strategy, shaping culture and employee experience, lifting capability, inspiring purpose and delivering results for our customers. This year, there has been an overall improvement in People Matter survey results for senior managers' communication skills, and their change and people management, which shows that our leaders continue to improve.



## Executive numbers

Government sector senior executives (GSSEs) perform formal executive roles within the Public Service and aligned government services, providing leadership, direction and accountability. A subgroup of these executives – known as Public Service senior executives (PSSEs) – work for Public Service agencies and are represented across all clusters.

In the larger GSSE cohort, the increase was caused by a growing portfolio of major transport infrastructure projects in NSW requiring specialised executive support.

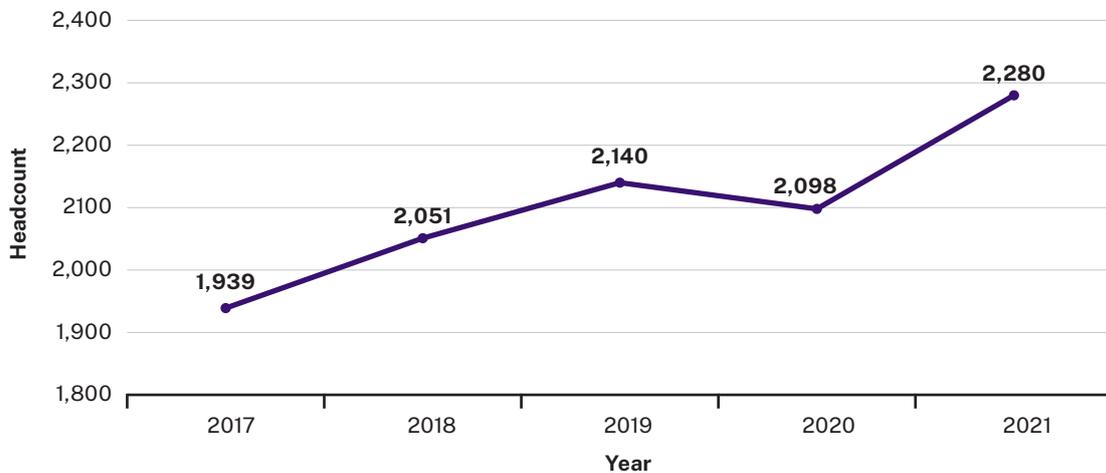
The increase in numbers within the smaller cohort of senior executives in the Public Service is related to NSW Government investments in projects and programs to drive economic and social recovery. This includes the creation of a new specialist agency, Investment NSW, to increase investment in the NSW economy.

### Government sector senior executives, 2020 vs 2021



Source: WFP (2020, 2021)

### Senior executives in the Public Service, 2017–21



Source: WFP (2017–21)



## Senior executive headcount, 2021 vs 2020

Cluster	Senior executives in the public service	Change from 2020	Government sector senior executives	Change from 2020
Customer Service	<b>258</b>	4 ↑	<b>258</b>	4 ↑
Education	<b>416</b>	44 ↑	<b>444</b>	21 ↑
Health	<b>114</b>	2 ↓	<b>314</b>	10 ↑
Planning, Industry and Environment	<b>489</b>	57 ↑	<b>489</b>	57 ↑
Premier and Cabinet	<b>315</b>	28 ↑	<b>315</b>	28 ↑
Regional NSW	<b>166</b>	23 ↑	<b>166</b>	23 ↑
Stronger Communities	<b>409</b>	21 ↑	<b>483</b>	11 ↑
Transport	<b>1</b>	0	<b>1041</b>	182 ↑
Treasury	<b>112</b>	7 ↑	<b>170</b>	11 ↑
<b>Total</b>	<b>2280</b>	182 ↑	<b>3680</b>	347 ↑

Source: WFP (2020, 2021)

Note: The cluster data in this table has mapped the 2020 public sector structure to the 2021 structure to account for machinery of government changes.

## Employee perceptions of senior leaders

The People Matter survey asks employees about their perceptions of the senior managers that lead their organisations. Senior managers need to manage change well, set clear direction and work with people managers to lead the workforce and deliver for customers. By embodying the sector’s values, their guidance of their organisation’s culture ensures that their people experience a positive working environment.

### Employee perceptions of senior leaders, 2021 vs 2020



Source: PMES (2020, 2021)

### Employee confidence in their organisation acting on People Matter survey results, 2021 vs 2020



Source: PMES (2020, 2021)

## Communication and change management

Effective communication is proactive, timely and focuses on what employees need to know and how they will be impacted. Change management is vital for every organisation across the sector. Well-managed change minimises day-to-day disruptions to everyday work and lives. All managers must lead through change.

### Employee perceptions of communication and change management, 2021 vs 2020



Source: PMES (2020, 2021)

## People management

Effective people managers are essential to high-performing organisations. They're vital for achieving positive workforce outcomes and delivering a world class public service to the people of NSW. Underpinning a high-performance culture is an effective system for managing individual, team and organisational performance.

### Employees with a performance and development plan in place, 2021 vs 2020



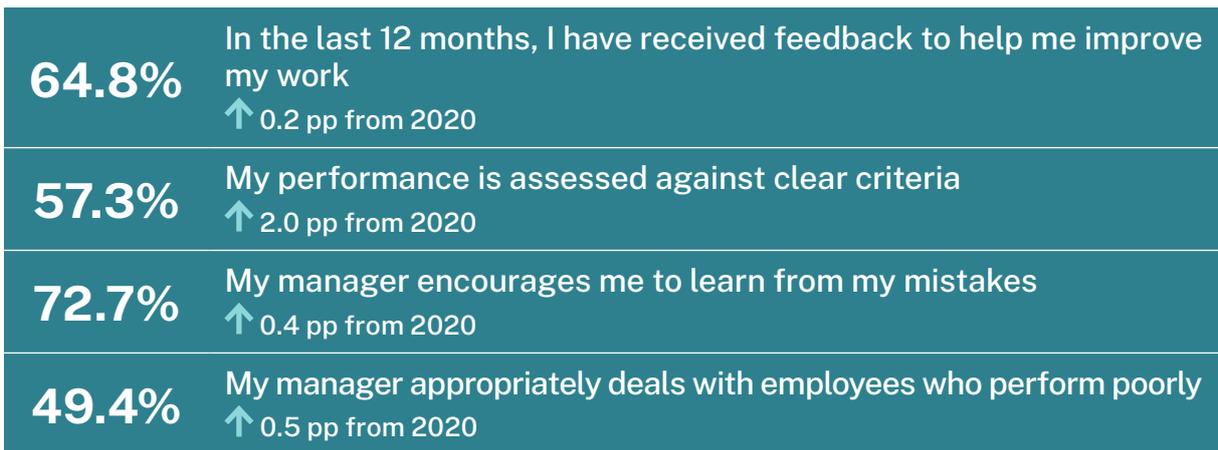
Source: PMES (2020, 2021)

### Employees who have had formal or informal feedback conversations with their manager, 2021 vs 2020



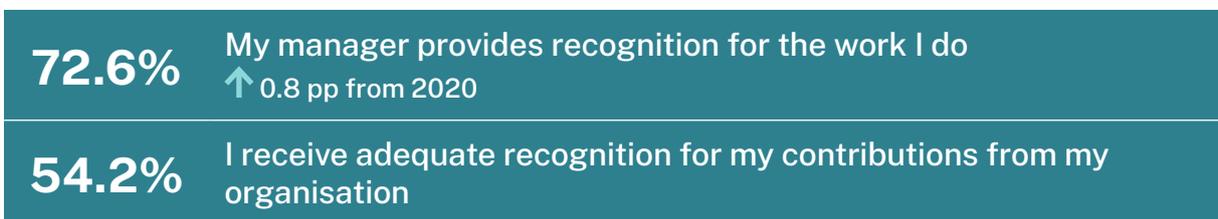
Source: PMES (2020, 2021)

### Employee perceptions of feedback and performance management, 2021 vs 2020



Source: PMES (2020, 2021)

### Employee perceptions of workplace recognition, 2021 vs 2020



Source: PMES (2020, 2021)



# Our organisations

Our organisations exist to deliver high quality services to the people of NSW. To do this, they need to attract and recruit top talent and ensure that organisational structures are effectively designed to achieve stated strategies and missions.



## Mission, vision and strategy

Employees in the public sector should understand how their role fits into their organisation's overall mission, vision and strategy. Understanding their role in the context of the wider organisation will enable every employee to understand how their individual contribution adds value in the overall mission of delivering for our customers. This will, in turn, increase employee engagement.

### My manager communicates how my role contributes to my organisation's purpose, 2021



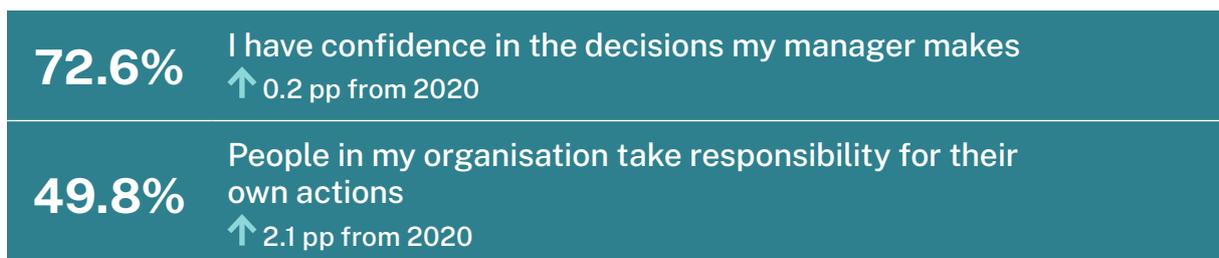
Source: PMES (2021)

## Governance, risk and innovation

To ensure we deliver the highest-quality services, our approach to governance, risk and innovation is critical.

- Governance revolves around the rules, processes and systems by which an organisation is controlled and operates. It includes decision-making processes and how the organisation and its employees are held accountable. Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions, and can add meaning to work and foster engagement.
- Risk refers to the effect of uncertainty in achieving work goals. Risk can also be an opportunity.
- Innovation in the public sector context means creating new and better products, processes, services and technologies to improve outcomes for the people of NSW. A healthy risk appetite can help promote innovation.

### Employee perceptions of decision-making and accountability, 2021 vs 2020



Source: PMES (2020, 2021)

## A new infrastructure traineeship program boosts job opportunities for NSW youth

A two-year traineeship program in the infrastructure sector provides paid training opportunities for NSW school leavers.

Designed by School Infrastructure NSW (SINSW) in collaboration with NSW Government infrastructure agencies, the infrastructure traineeship program provides trainees with valuable industry exposure and a greater understanding of the important role each stakeholder plays in the successful delivery of public infrastructure.

SINSW recognised a need for alternative end-of-school pathways for young people, and to provide further training in infrastructure skills to meet future demand in this area. Program development began in the early stages of the COVID-19 pandemic, when it was recognised that the pandemic would have a disproportionate impact on young people.

The program's design drew on the extensive training experience within NSW Government, through initiatives such as the NSW Government Graduate Program and the Transport for NSW Graduate Program. It adopted successful aspects of these programs, including rotating trainees between different organisations and providing opportunities to gain nationally recognised qualifications.

The infrastructure traineeship program is unique in that trainees rotate across both government and industry sectors, spending eight months each with a government agency, a contractor and a consultant organisation, while also formally studying a Certificate IV course at TAFE in disciplines such as Project Management, Business or Procurement. This structure provides a comprehensive life cycle of work experience over two years.

The program has been a model of collaboration. A senior advisory committee consisting of high-ranking leaders from across NSW Government and industry meets quarterly to provide advice on its progress and ongoing development. A working group of government agencies led by SINSW also meets fortnightly to coordinate the delivery of the program.

The program is managed by a private group training organisation (GTO). Trainees are formally employed by the GTO, which is responsible for recruiting and supporting them to complete the program and gain their qualifications. Training Services NSW funds relevant training, including first aid and Construction Industry White Card courses. Each participating government agency funds the trainees' salaries and their GTO service fees throughout the program. The partners in private infrastructure volunteer to take trainees and support them with real-world working experience.

The initial program intake was significantly oversubscribed, with more than 2,000 applicants applying for 137 positions. Targets were set to offer 50% of traineeships to women and 15% to Aboriginal and Torres Strait Islander people. At commencement, 47% of trainees were women and 13% were Aboriginal and Torres Strait Islander people. In addition, 12% came from regional areas of NSW and 16% were based in Newcastle or Wollongong.

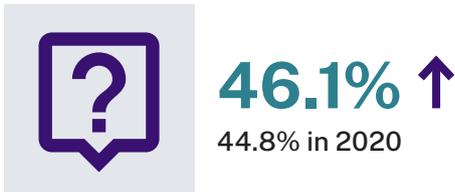
This innovative training model meets the expressed needs of young people, and feedback from current trainees has been overwhelmingly positive. This is an example of the sector continuing to innovate with employment models for training and building skills. In 2022, the program is hosting a second intake of trainees, with more agency partners and new infrastructure industry partners.

**“The traineeship provided me with an excellent opportunity to learn and grow.”**

– 2021 trainee

This traineeship partner model helps the sector develop talent, and can be rolled out to other sectors facing skills shortages, including information technology (IT) and health. It provides alternative pathways for school leavers and a model to build the practical skills of young people throughout NSW.

## Employee confidence in the way their organisation handles grievances, 2021 vs 2020



Source: PMES (2020, 2021)

## Employee perceptions of risk and innovation, 2021 vs 2020



<b>87.3%</b>	I am comfortable notifying my manager if I become aware of any risks at work ↓ 0.9 pp from 2020
<b>75.9%</b>	My manager encourages people in my workgroup to keep improving the work they do ↑ 0.6 pp from 2020
<b>72.7%</b>	My manager encourages me to learn from my mistakes ↑ 0.4 pp from 2020
<b>62.3%</b>	My organisation is making improvements to meet future challenges ↑ 0.2 pp from 2020

Source: PMES (2020, 2021)

## Organisational and role design

Organisational and role design refers to defining the organisational structures, employee roles and workforce plans to support the business to deliver results. These are critical to ensuring an agency has the workforce capability and structure to effectively deliver services to customers.

### Employee perceptions of job purpose and enrichment, 2021



Source: PMES (2020, 2021)

### Employee perceptions of role clarity and support, 2021 vs 2020



Source: PMES (2020, 2021)

## Employee perceptions of being paid fairly for the work they do, 2021 vs 2020



Source: PMES (2020, 2021)

## Recruitment

Recruitment refers to the process of attracting, screening and onboarding people. It is an important, high-volume activity for the sector, which is the largest employer in Australia. In 2021, over half a million applications were submitted through the *I work for NSW* recruitment system.

Growing the sector’s capabilities means recruiting the right people. Although employee perceptions of recruitment remain poor, they have improved this year. Time to hire has also decreased each year since 2017, and is now at a record low of 38.6 days.

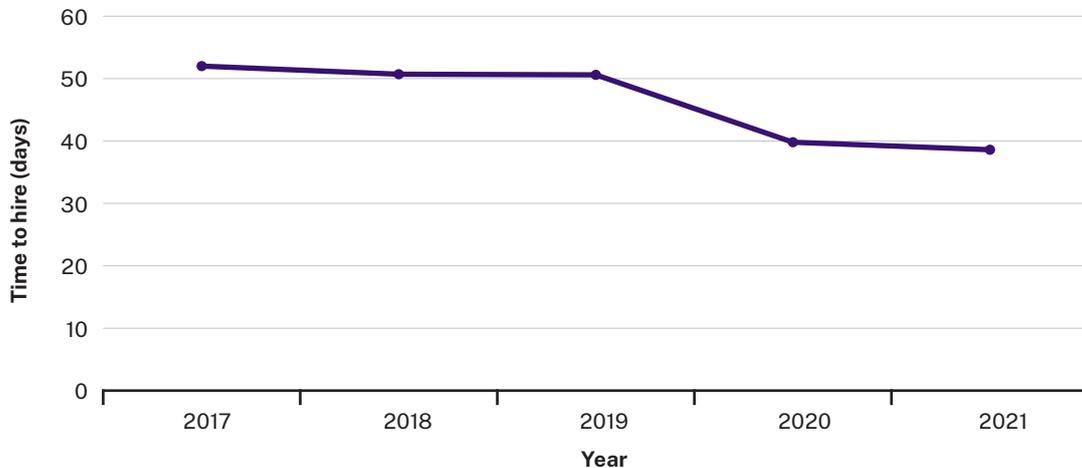
### *I work for NSW* completed applications, 2021



Source: Recruitment data collection (2021)

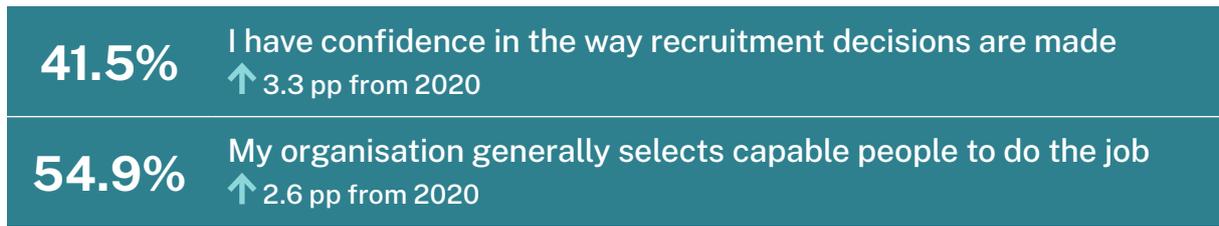
Note: The 2021 recruitment data now include data from Cornerstone for 2019 to 2021, and from SuccessFactors and PageUp for the 2020–21 financial year data, for selected agencies, with slight adjustments to time-to-hire methodology.

### Average time to hire for roles with single openings, 2017–21



Source: Recruitment data collection (2017–21)

## Employee perceptions of recruitment, 2021 vs 2020



Source: PMES (2020, 2021)

### The Department of Customer Service uses a recruitment accelerator to deliver a world class recruitment journey for candidates and hiring managers

The NSW Department of Customer Service set up a recruitment accelerator to redesign the hiring process for staff and applicants. The accelerator is part of the department’s effort to develop a world class, customer-centric government. The project was set up after an examination of the department’s hiring processes showed that the recruitment journey for candidates and hiring managers was neither customer-centric nor world class.

Every stage of the recruitment process was redesigned, from the candidate’s first interaction with the department, to their experience with hiring managers and the moment a successful applicant starts work.

“It’s the first time while I’ve been Secretary that we’ve brought multiple people together from across the whole department to try and work on something that applies to everyone – and that everyone is frustrated by and thinks we can do better. I’m really excited that we’re using our people to solve a challenge.”

– Secretary, Customer Service cluster

As a first step, 22 participants – including applicants and hiring managers – held a week-long human-centred design workshop that unpacked and analysed the end-to-end recruitment journey. After considering a wide variety of views, the team made 63 recommendations, which were categorised under four themes: People Care, Process, System and Attract.

Before the workshop, each area of the department had been wedded to its brand and reluctant to make significant changes to its recruitment processes. The workshop helped to break down these barriers and allowed the accelerator team to develop a roadmap for delivering the recommendations. The People Committee then endorsed the recommendations.

“I’m excited. We’ve got some great quick wins that we can really start moving forward with, and a wonderful vision of what the future can look like. Five days worth of work with so many great minds has created something very, very special.”

– Chief People Officer, Department of Customer Service

Recognising the size of the task and its cross-department nature, a core project team, led by a director, was formed to deliver on the roadmap. The team was composed of people with a range of experiences, including experts in the current recruitment process and technical experts to advise on systems.

It also included a dedicated employee relations group member, who consulted with different diversity groups before offering advice on the inclusiveness of all work and tools produced. This ensured that tools were designed to take in the needs of diverse users.

Recognising that they needed a new way of working to quickly achieve the ambitious aims of the recruitment accelerator, the team members also seconded an expert in Agile project management to improve their skills.

The team quickly implemented a candidate care survey that applicants were given during the recruitment process. The scores from this survey were used to measure the success of the team’s products and inform future work. As work progressed, the satisfaction scores increased.

Agile methodology meant the team aimed to release new products every two weeks, launching them when they were an 80% viable product and then continuously refining them. Members used Microsoft Teams to showcase new products and teach stakeholders how they worked. This allowed users to give feedback in real time and the team to quickly refine products that had already been launched.

The team also built a one-stop shop for recruitment needs, using standard corporate tools such as SharePoint wherever possible.

A key element of the project was the Circle Back initiative, to send acknowledgement emails to candidates at every stage of the recruitment process. This apparently simple process has been revolutionary. Sending candidates timely communications about the recruitment process improves their experience, and reduces the number of questions they ask.

Under Circle Back, everyone interviewed will be contacted via phone and given an opportunity to receive feedback on their application and interview. The initiative led to the need for carefully considered system changes and improved staff training. This ensures that all internal stakeholders know how to use the system, and are aware that the rights of the candidate come first.

Another initiative of the accelerator was improving the visibility of mobility within the department. Previously, identifying internal opportunities was difficult, while teams looking for new talent couldn’t explore options with employees seeking the next step in their career. The accelerator team built an internal centralised SharePoint page that is available to all hiring managers, making it easy to search existing talent pools. The internal rules in relation to mobility have also been clarified and codified. In the past, uncertainty about the rules was a barrier to internal mobility. Now, a new standard has clarified the process for the hiring manager and the manager of the team an employee is leaving.

Candidate satisfaction survey	Baseline	Current
Candidate experience score – favourable score	47% (n 13)	58% (n 438)
Consistent communication and information through the process – favourable score	21% (n 13)	56% (n 438)
Timeliness of feedback to candidates – favourable score	14% (n 13)	60% (n 72)
Quality of feedback	25% (n 13)	62% (n 220)

The rules of recruitment have also been clarified for all parties. The team developed a uniform responsible, accountable, consulted, informed (RACI) matrix that holds everyone in the recruitment process accountable. This incorporates minimum timeframes for the recruitment process, which are compared against the department’s KPIs.

Finally, the team rolled out training to help hiring managers feel more confident and to communicate more thoughtfully with candidates who indicate they have disability. This work complements the team’s other changes and allows people to see tangible progress towards the Premier’s Priority of having a world class public service.

“It has really uncovered just how painful the recruitment process is. If we’re serious about becoming the world’s most customer-centric government, we need to do something about recruitment. It’s our very first impression with someone who’s going to join our organisation. We need to put our best foot forward.”

– Former Principal, Customer Experience Unit, Department of Customer Service

The next step is to roll out Reejig, a cross-government product that can survey all talent available in the sector and enable dynamic mobility sourcing. This contrasts with the traditional recruitment model of attracting many people to a small number of openings. Reejig will help the department move to a many-to-many system in which relationships with internal and external candidates are already in place, and candidates can be brought in quickly through an expedited recruitment process.

The accelerator team will also focus on the onboarding element, so that it lives up to the expectations set during the recruitment process. The team is planning another deep dive for this next stage.

The team hopes to leverage this work to design documentation, processes and products that are transferable across government, to help all government agencies become world class in the recruitment space.



## Mobility

Exploring new opportunities is an exciting part of the *I work for NSW* employee value proposition. A mobile workforce makes it easier to redeploy resources to match priorities and respond effectively to change and emerging trends. It is a powerful way to get the right person into the right job quickly and infuse innovative ideas and practices into a workplace. Employee mobility is also widely regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain capability and know-how.

### Employees who moved to another agency, 2021 vs 2020



Source: WFP (2021)

### Employees considering another role within the sector, 2021 vs 2020



Source: PMES (2020, 2021)

### Employee perceptions of the barriers to moving to another role, 2021 vs 2020

<b>28.6%</b>	Lack of visible opportunities 32.2% in 2020 ↓
<b>27.4%</b>	Lack of promotion opportunities 30.9% in 2020 ↓
<b>11.0%</b>	Lack of support from my manager or supervisor 11.9% in 2020 ↓
<b>23.8%</b>	Geographic location considerations 27.2% in 2020 ↓
<b>28.9%</b>	Personal or family considerations 29.6% in 2020 ↓
<b>14.3%</b>	Insufficient training and development 15.9% in 2020 ↓

<b>11.9%</b>	Lack of required capabilities or experience 12.7% in 2020 ↓
<b>13.7%</b>	Lack of support for temporary assignments or secondments 15.9% in 2020 ↓
<b>21.4%</b>	The application or recruitment process is too cumbersome or time consuming 23.7% in 2020 ↓
<b>9.8%</b>	Other 9.8% in 2020
<b>28.8%</b>	There are no major barriers to my career progression 25.7% in 2020 ↑

Source: PMES (2020, 2021)

## Multicultural NSW supports the community during NSW's pandemic lockdowns

Multicultural NSW is a small agency with a big mission. It promotes community harmony and social cohesion in one of the most culturally diverse states in the world.

The agency has traditionally focused on supporting the multicultural community of NSW through community engagement and the provision of interpreting and translation services. These services were vital during the first COVID-19 outbreak in March 2020, and again in the face of the Delta outbreak and lockdown this year.

During the first lockdown, Multicultural NSW recognised that refugees, asylum seekers and other temporary visa holders were vulnerable because they faced significant economic hardship.

The agency quickly responded to the changing community need by delivering NSW Government community crisis packages to vulnerable temporary visa holders. Through its policy team and with support from other agencies in the Stronger Communities cluster, Multicultural NSW worked on obtaining funding from NSW Treasury. This resulted in a \$6 million grant to support these vulnerable communities.

Multicultural NSW needed to ensure that the program was rolled out quickly, effectively and responsibly – a significant task for a small agency. It worked with the Stronger Communities cluster to increase its capacity to distribute the grant money in three weeks, and to get legal and procurement support for the grants program.

The agency also established a robust governance structure and reporting mechanism to ensure probity and accountability for the allocation of grant money. It used its strong connections with the community and non-government organisations to determine where the funding was most needed, and continued to deliver funding for 18 months.

Multicultural NSW also undertook a critical role in delivering NSW Health messaging to vulnerable linguistically diverse communities. It has casual employment relationships with more than 1,200 interpreters and translators, covering all languages spoken in NSW. The involvement of these passionate team members meant that Multicultural NSW could get health messaging into different community languages quickly.

When the Delta outbreak hit, Multicultural NSW was already set up to provide grants to vulnerable community members and rapid translation services for other government agencies.

NSW Treasury contacted the agency on the first weekend of the Delta outbreak to discuss supporting vulnerable communities through an expanded grants program. To meet the requirements of the program, Multicultural NSW partnered with the PSC and several agencies across NSW Government to quickly establish 20 new temporary positions and fill these roles with staff who were available through an interagency COVID-19 response mobility register.

The Delta variant was more active in Western Sydney local government areas, which had stricter lockdowns than other parts of Sydney. The speed at which the virus spread and the quickly changing lockdown rules meant that translation needs changed daily, and couldn't have been met without the agency's strong relationships with translators and NSW Health.

In addition to rapidly translating fast-changing health orders, Multicultural NSW also communicated the need to stay at home and to get vaccinated. Using its strong community relationships, it facilitated the simultaneous vaccination of 30 religious leaders. Mainstream news outlets and community-focused channels reported the event, boosting vaccine uptake in multicultural communities.

**“Multicultural NSW was actively involved as a partner the setup of the popup walk-in clinic at our mosque, and was there for us every at every step of the way,”**

– President of the Muslim League of NSW

The agency also increased its engagement efforts as the crisis unfolded. It obtained critical insights from community representatives and gave the government feedback about community concerns, enabling the government to adapt its messaging to better connect with the community. The rapid shift in messaging put pressure on translation services but achieved the desired results.

In July 2021, Multicultural NSW partnered with Special Broadcasting Service (SBS) to provide live interpretation, in multiple languages, for the Premier's daily 11am COVID-19 update. This real-time interpretation of emergency messaging is a first in Australia and achieved over 2 million views.

Through its CEO, Multicultural NSW has taken on significant responsibility as part of the NSW Government's response to the Delta strain of COVID-19. It has established an intergovernmental steering committee to oversee the rollout and administration of community-focused programs; engaged extensively with the community; and brought community leaders to meet with the Premier, Ministers and NSW Health representatives. This collaborative approach has supported a great connection between government and the community it represents.

Multicultural NSW is currently putting together a guidance package to assist other agencies to translate government messages in the future.

## Digital and customer service

Customer satisfaction is a key measure of the performance of the NSW public sector. The multiple and varied parts of the sector share a common goal – delivering services that make NSW a great place to live, work, visit and invest in. We want our services to be easy to use, high quality and accessible to all.

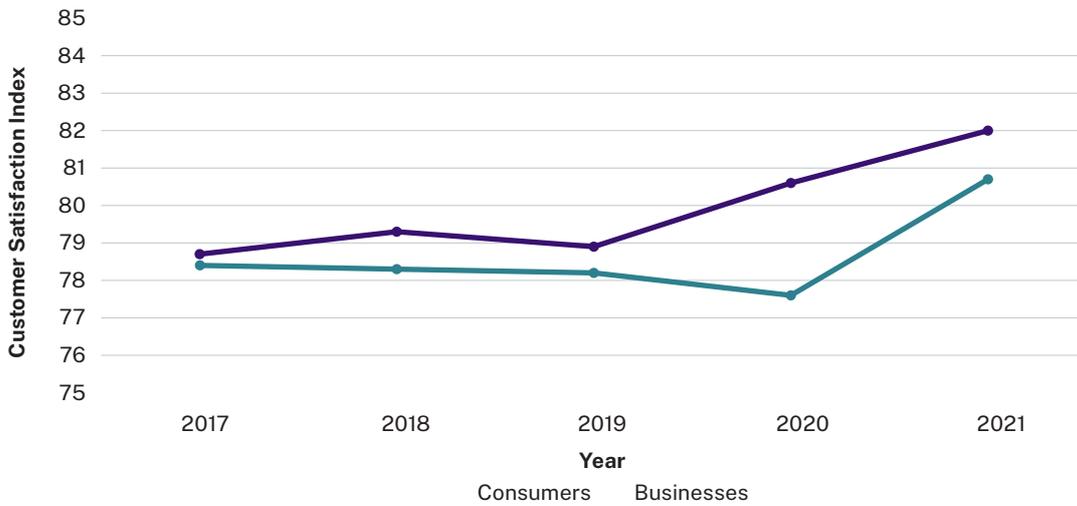
The Customer Experience Unit in the Department of Customer Service developed the CSMS in 2013. A key survey output is the Customer Satisfaction Index, which assesses:

- how satisfied customers are with a government service
- how close their experience is to their expectations of that service
- how close their experience is to an ideal service experience.

It is scored out of 100. A higher score means that customers are more satisfied overall. Scores can be averaged across services to produce a score for the whole sector.

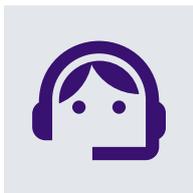
The Department of Customer Service is redesigning the CSMS in 2021. The data from the redesigned CSMS is not yet available and will not be comparable to previous years' data. As such, we have used the latest results, from 2020, to highlight the sector's increasing ability to meet customer needs.

### Customer satisfaction for consumers and businesses, 2016–20



Source: CSMS (2016–20)

### Employee perceptions of customer service, 2021 vs 2020



**72.9%**  
Favourable overall

<b>70.7%</b>	I am empowered to make the decisions needed to help customers and/or communities
<b>70.2%</b>	Senior managers communicate the importance of customers in our work ↓ 0.1 pp from 2020
<b>60.7%</b>	The processes in my organisation are designed to support the best experience for customers ↑ 3.0 pp from 2020
<b>83.3%</b>	My workgroup considers customer needs when planning our work
<b>69.9%</b>	My organisation meets the needs of the communities, people and businesses of NSW ↑ 1.1 pp from 2020
<b>81.4%</b>	People in my workgroup can explain how our work impacts customers

Source: PMES (2020, 2021)

## NSW Health’s mass vaccination centre increases capacity to vaccinate our employees and the people of NSW

NSW Health had an extraordinary year of responding to the COVID-19 pandemic. Hope arrived with an exciting milestone that protects the sector’s frontline workers and the wider community: the rollout of the NSW Health vaccination program.

In April 2021, NSW Health – under the leadership of the State Health Emergency Operations Centre (SHEOC) and working with the Sydney Local Health District (SLHD) – set about establishing a mass vaccination centre to significantly increase the state’s capacity to vaccinate its frontline workers and other citizens.

There were many challenges in creating a mass vaccination centre within a six-week timeframe, capable of vaccinating up to 10,000 people every day. This called for an appropriate governance structure to oversee the establishment of the centre; around 450 people to work in the centre each day; a location with good accessibility, parking and transportation options for citizens across metropolitan Sydney; and a building that could be quickly adapted for mass vaccination.

The NSW Health team identified several sites within days of being asked to establish the centre, and ultimately selected Sydney Olympic Park on Fig Tree Drive. Within 20 working days the building was transformed from an empty shell to a fully operational mass vaccination centre, administering 2,379 doses on its first day. Crucial to its success was a strong interagency governance structure; effective partnerships between local health districts, agencies, universities and the private sector; and a human-centred design approach to the building, grounds and booking system. The team established a ‘help hut’ to support people with disability and those needing additional support, and all centre staff members participated in a comprehensive orientation and training session.

The mass vaccination centre was implemented with remarkable speed, diligence and effectiveness, while staying true to its customer-centric mission of ensuring that every person has a positive vaccination experience.

The mass vaccination centre is accessible to millions of NSW citizens and is the largest vaccination centre in Australia. It enabled 300,000 people to be vaccinated in its first two months of operation and now can vaccinate up to 70,000 people per week. More than 450 staff members from various professions and industries work at the centre each day, and a world class end-to-end IT solution supports the entire state vaccination program. Despite the large number people visiting the centre, feedback has been overwhelmingly positive, with a 96% positive customer sentiment.

**“The vaccination centre was a really calming experience. Everything was very smooth and professional. Instructions and signage were clear, the staff were lovely and the digital check-in made things easy! As a type 1 diabetic, I was really put at ease by my experience there.”**

– Mass vaccination centre attendee

The NSW mass vaccination centre has become integral in administering thousands and ultimately millions of COVID-19 vaccine doses, and has helped the state exceed its target of fully vaccinating 80% of the NSW population. Its establishment and successful operation are important milestones on the journey to a more normal way of life for the citizens of NSW.



## Collaboration

The 14 Premier’s Priorities cannot be achieved by a single agency operating in isolation. 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 our customers. Across the sector, employee perceptions of teamwork and collaboration within and across organisations have improved slightly since 2020. This is encouraging, especially in a sector that has had to adapt to the challenges of hybrid and flexible ways of working.

### Employee perceptions of teamwork and collaboration, 2021 vs 2020



Source: PMES (2020, 2021)



## Emergency Services Portfolio Project Team provides rapid support during emergencies

The people of NSW have experienced a range of life-disrupting emergencies over the past two years, from bushfires and floods to a global pandemic. To support the immediate needs of our employees and the citizens of NSW, Service NSW supported the creation of several specific project teams to deliver services quickly to the people most affected.

The Service NSW Partnerships, Projects and Insights team is dedicated to working closely with agencies on an ongoing basis. As part of this work, executives and steering committees meet regularly to discuss service delivery for citizens. Leveraging these existing relationships allowed Service NSW to establish the Emergency Services Portfolio Project Team and liaise across NSW Government agencies to quickly respond to the emergencies facing NSW.

The Emergency Services Portfolio Project Team was created to provide rapid support to customers and the NSW public sector. It brings together teams from across the Department of Customer Service (Service Delivery, Partnerships, Projects and Insights, Digital, Risk, Strategy and Performance, Legal, Policy and Communications), and from partner agencies including Resilience NSW, NSW Health, NSW Treasury, the Department of Regional NSW and Destination NSW.

The cross-sector nature of the Emergency Services Portfolio Project Team – and the speed with which it was set up to respond to the emergencies facing NSW – allowed Service NSW to quickly roll out numerous initiatives across the state. Service NSW clearly defined roles and responsibilities, setting expectations of what it could do for the partner agencies. This aided the visibility and transparency of decision making and avoided costly jurisdictional delays when rolling out critical initiatives and support for citizens.

Co-locating staff – at first in the same building during the bushfire and flood emergencies and then virtually during the pandemic response – has been a key tool enabling collaborative service delivery. It enabled effective daily stand-ups and regular project meetings with the right decision makers present when decisions needed to be made.

To help manage the pandemic, the Emergency Services Portfolio Project Team created border declarations and business grants in a matter of days. The COVID Safe Check-in tool was another product supported by the project team – a whole-of-government initiative to support COVID safety in the NSW community and the critical work of NSW Health contact tracers. Developing it involved working directly with industry peak bodies and businesses to deliver a tool that is easy to use for both customers and businesses.

The team was also entrusted with supporting the NSW Health workforce, including the rollout of COVID-19 vaccines among health workers. Following an urgent request from NSW Health, the team created an expression of interest web form over one weekend, working tirelessly to have the platform up and running for a Monday launch. This program helped manage interest and demand among NSW Health employees as they became eligible to participate in the rapid vaccine rollout across NSW Health clinics.

In response to the bushfires, floods, mouse plague and COVID-19 pandemic, the teams quickly created and established ongoing support for grants, vouchers, rebates and customer care initiatives. This has helped support the health and wellbeing of NSW public sector staff and the people of NSW.

By working across government, the Emergency Services Portfolio Project Team has delivered around \$1 billion in grants, \$250 million in Dine & Discover NSW vouchers and \$14.5 million in rebates to help stimulate the economy.

The team has established more than 31 initiatives, including:

- The NSW Bushfire Clean-up Program
- Council rates relief for homes, farms or business properties damaged by bushfire
- \$10,000 and \$50,000 bushfire grants for small businesses
- \$3,000 and \$10,000 grants for small businesses highly impacted by the COVID-19 pandemic
- Automated COVID-19 pathology notifications
- Border permits.

None of these programs could have been achieved without such effective collaboration across departments, business streams, government agencies and industry, not to mention across state jurisdictions.

“Without the financial support from the NSW Government and Dine & Discover, our iconic business would not be operational, let alone profitable. We’ve been impressed by how seamless it all is – the Service NSW app is easy to use, and the money comes back to us quickly. The best part of Dine & Discover is the flow-on effect. People cruise with us, and then visit other businesses here in Huskisson. It’s great to see money flowing back into the region.”

– Business owner

The Emergency Services Portfolio Project Team has created a supportive culture across the Department of Customer Service and its partner agencies. This work has significantly improved Service NSW’s internal digital capability, while also enhancing its ability to collaborate digitally across government. The whole Customer Service cluster will build on this digital uplift as it works to provide NSW citizens with more integrated platforms in the future.



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