



2021 | NSW Public Sector Employee Survey

Agency Report

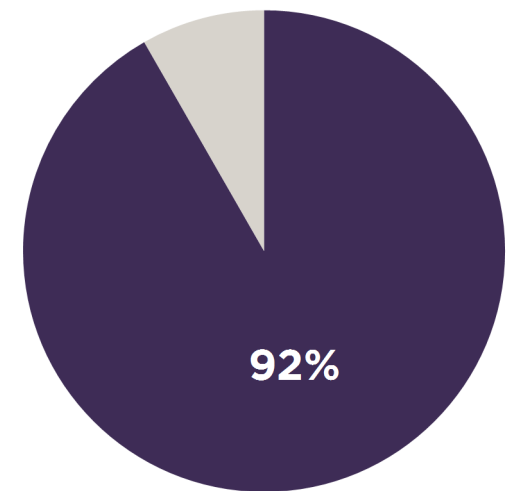
Department of Premier and Cabinet

Survey period: 23 August to 17 September 2021

Completed surveys: 764

Response rate: 92%

Response rate:



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

NSW public sector

- ▶ Premier and Cabinet
 - ▶ Department of Premier and Cabinet

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High level results

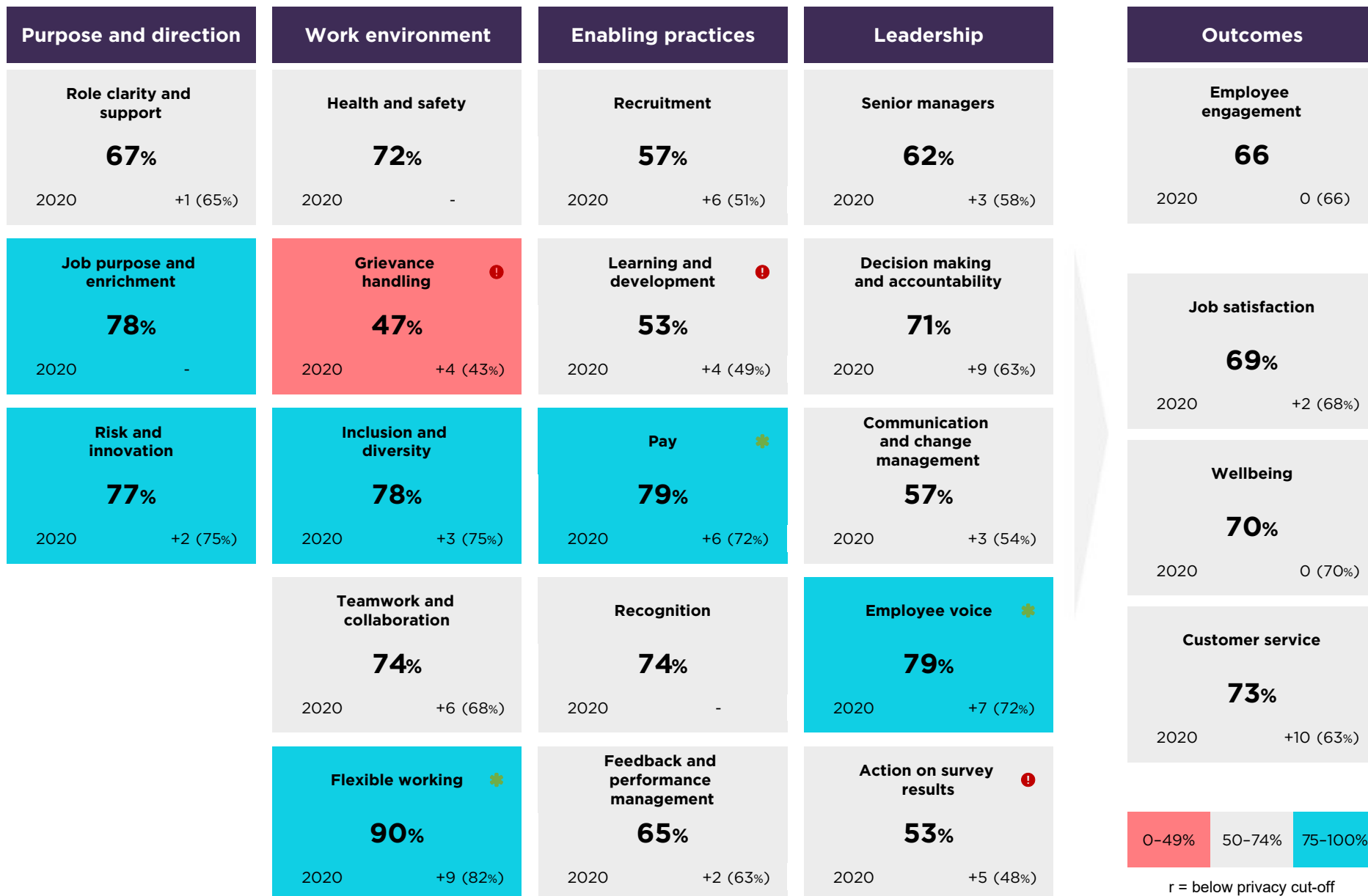
Discover key results and patterns

Headline results for key topics

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



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



Highest and lowest questions

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

+ Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Flexible working	8h	My manager supports flexible working in my team	93%	+9%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	91%	0%
Employee voice	5b	My manager listens to what I have to say	91%	+8%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	90%	+6%
Employee voice	5d	My manager encourages and values employee input	88%	+7%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	38%	+2%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	44%	+2%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	47%	+4%
Recruitment	7f	I have confidence in the way recruitment decisions are made	49%	+5%
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	49%	+1%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Most and least improved questions

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

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

+ Most improved questions

			2021 % favourable	difference from 2020
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	60%	+10%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	61%	+9%
Flexible working	8h	My manager supports flexible working in my team	93%	+9%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	88%	+9%
Communication and change management	5c	My manager communicates effectively with me	84%	+8%

- Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1a	I understand what is expected of me to do well in my job	79%	-3%
Employee engagement	7l	I feel a strong personal attachment to my organisation	58%	-3%
Wellbeing	1m	In general, my sense of wellbeing is...	61%	-3%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	57%	-1%
Employee engagement	7j	I would recommend my organisation as a great place to work	63%	0%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Key drivers

The key driver analysis identifies questions with the strongest influence on your employee engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Key driver questions		2021 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	54%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	56%	Improve
Senior managers	6b	Senior managers model the values of my organisation	63%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	56%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	49%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	60%	Improve

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Results by topic

Discover more about your results

Employee engagement

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee engagement (total score)*				66	0	-2	-5
7j	I would recommend my organisation as a great place to work	63	18 19	63%	0%	-3%	-8%
7k	I am proud to tell others I work for my organisation	73	16 11	73%	+1%	0%	-8%
7l	I feel a strong personal attachment to my organisation	58	25 17	58%	-3%	-7%	-11%
7m	My organisation motivates me to help it achieve its goals	60	23 17	60%	+3%	0%	-8%
7n	My organisation inspires me to do the best in my job	61	22 17	61%	+2%	+1%	-7%

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







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

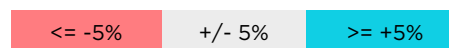
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Intention to stay

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

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

19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		16%	+4%	+8%	+4%
1 year to less than 2 years		18%	+3%	+9%	+3%
2 years to less than 5 years		31%	+2%	+11%	+1%
5 years to less than 10 years		22%	-3%	-3%	-3%
10 years to less than 20 years		9%	-5%	-14%	-3%
More than 20 years		4%	-1%	-11%	-1%



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Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job satisfaction (total score)				69%	+2%	0%	-3%
1g	My job gives me a feeling of personal accomplishment	75	14 10	75%	+3%	0%	-3%
1h	I feel motivated to contribute more than what is normally required at work	74	13 13	74%	+2%	+3%	-2%
1i	I am satisfied with my job	69	17 14	69%	+2%	-2%	-4%
1n	I find my life at work fulfilling	59	30 11	59%	+1%	-2%	-5%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				70%	0%	+1%	-4%
1j	I can keep my work stress at an acceptable level	63	19 18	63%	0%	+1%	-6%
1m	In general, my sense of wellbeing is...	61	30 9	61%	-3%	-2%	-5%
8d	There are people at work who care about me	87	10	87%	+4%	+3%	0%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Customer service (total score)				73%	+10%	0%	-3%
1k	I am empowered to make the decisions needed to help customers and/or communities	71	15 14	71%	-	0%	-1%
2d	People in my workgroup can explain how their work impacts customers	86	11	86%	-	+4%	0%
2e	My workgroup considers customer needs when planning our work	88	7	88%	-	+4%	0%
6d	Senior managers communicate the importance of customers in our work	71	16 14	71%	0%	+1%	-3%
7h	The processes in my organisation are designed to support the best experience for customers	55	26 19	55%	+2%	-6%	-7%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	68	19 13	68%	+3%	-2%	-6%

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

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Role clarity and support

Purpose and direction

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Role clarity and support (total score)				67%	+1%	0%	-3%
1a	I understand what is expected of me to do well in my job	79	12 9	79%	-3%	-6%	-3%
1b	I get the support I need to do my job well	69	14 17	69%	+4%	+3%	-3%
1c	I have the tools and technology to do my job well	74	10 16	74%	+2%	+3%	-3%
1d	I have the time to do my job well	61	15 23	61%	+2%	+5%	-4%
3e	My performance is assessed against clear criteria	57	27 16	57%	-1%	-1%	-1%
3f	I have received the training and development I need to do my job well	60	23 17	60%	+4%	-5%	-2%

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

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Job purpose and enrichment

Purpose and direction

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)			78%	-	+7%	+1%
1e	My job gives me opportunities to use a variety of skills	80 10 9	80%	-	-1%	-1%
1f	I have a choice in deciding how I carry out day to day work tasks	86 9	86%	-	+13%	+1%
3d	In the last 12 months, I have received feedback to help me improve my work	72 18 10	72%	+1%	+7%	+3%
5j	My manager communicates how my role contributes to my organisation's purpose	75 16 9	75%	-	+8%	0%

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

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Risk and innovation

Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Risk and innovation (total score)				77%	+2%	+3%	-2%
1l	I am comfortable notifying my manager if I become aware of any risks at work	91		91%	0%	+4%	-1%
5a	My manager encourages people in my workgroup to keep improving the work they do	82	13	82%	+4%	+6%	+2%
5h	My manager encourages me to learn from my mistakes	79	17	79%	+4%	+7%	+4%
7a	My organisation is making improvements to meet future challenges	56	25	56%	+1%	-6%	-13%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Health and safety (total score)				72%	-	-1%	-6%
7p	I am confident work health and safety issues I raise will be addressed promptly	74	15 11	74%	-	-2%	-7%
7q	There are effective resources in my organisation to support employee wellbeing	70	16 14	70%	-	0%	-6%

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

r = below privacy cut-off

Grievance handling

Work environment

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
10	I have confidence in the ways my organisation handles grievances	47	33	21	47%	+4%	0%	-1%

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

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

r = below privacy cut-off

Inclusion and diversity

Work environment

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Inclusion and diversity (total score)			78%	+3%	+4%	-1%
2c	People in my workgroup treat each other with respect	90	90%	+6%	+9%	+1%
6g	Senior managers support the career advancement of women	72	72%	+6%	+9%	+1%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82	82%	+4%	+3%	-1%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	81	81%	+1%	+1%	-2%
8c	I can speak up and share a different view to others in my organisation	75	75%	+6%	+6%	+1%
8e	I feel that I belong in my organisation	70	70%	-	-1%	-6%

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

r = below privacy cut-off

Teamwork and collaboration

Work environment

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)				74%	+6%	+7%	0%
2a	My workgroup works collaboratively to achieve its goals	87	7	87%	+5%	+8%	+2%
2b	There is good team spirit in my workgroup	83	8	83%	+7%	+7%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	20	64%	+2%	+8%	0%
7c	There is good co-operation between teams across my organisation	61	20	61%	+9%	+4%	0%

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

r = below privacy cut-off

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Flexible working (total score)				90%	+9%	+24%	+5%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	88	8	88%	+9%	+24%	+4%
8h	My manager supports flexible working in my team	93		93%	+9%	+25%	+6%

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

r = below privacy cut-off

Use of flexible working

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

8f Type of flexible working	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Flexible start and finish times	81%	+3%	+38%	+8%
Working more hours over fewer days	17%	+2%	+7%	+2%
Working additional hours to make up for time off	28%	+1%	+11%	+2%
Flexible scheduling for rostered workers	3%	-2%	-4%	-3%
Part-time work	13%	-1%	+1%	0%
Job sharing	3%	r	-1%	+1%
Working from different locations	24%	-10%	+7%	0%
Working from home	94%	+11%	+35%	+7%
Purchasing annual leave	r	-	-	-
Leave without pay	6%	0%	-1%	0%
Study leave	3%	-1%	-1%	0%
Other	2%	-2%	0%	0%
None of the above	r	-	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recruitment (total score)					57%	+6%	+9%	-1%
7f	I have confidence in the way recruitment decisions are made	49	27	25	49%	+5%	+7%	0%
7g	My organisation generally selects capable people to do the job	66	19	16	66%	+7%	+11%	-1%

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

r = below privacy cut-off

Learning and development

Enabling practices

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Learning and development (total score)				53%	+4%	-4%	-2%
3f	I have received the training and development I need to do my job well	60	23 17	60%	+4%	-5%	-2%
3g	I am satisfied with the opportunities available for career development in my organisation	44	27 30	44%	+2%	-7%	-1%
7e	My organisation is committed to developing its employees	54	23 23	54%	+5%	-2%	-3%

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

r = below privacy cut-off

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Yes	46%	-2%	+8%	+9%
No	54%	+2%	-8%	-9%

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

Lack of visible opportunities		33%	-7%	+5%	-1%
Lack of promotion opportunities		36%	-1%	+8%	0%
Lack of support from my manager / supervisor		7%	-4%	-4%	-1%
Geographic location considerations		16%	-5%	-7%	+3%
Personal / family considerations		25%	-2%	-4%	+4%
Insufficient training and development		12%	-3%	-2%	0%
Lack of required capabilities or experience		12%	0%	0%	0%
Lack of support for temporary assignments / secondments		13%	-4%	-1%	0%
The application / recruitment process is too cumbersome or time consuming		24%	+1%	+2%	+7%
Other		10%	-1%	0%	+1%
There are no major barriers to my career progression		28%	+4%	-1%	-3%

<= -5% +/- 5% >= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	79	14 8	79%	+6%	+20%	+6%

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

r = below privacy cut-off

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recognition (total score)				74%	-	+11%	+2%
5g	My manager provides recognition for the work I do	86	9	86%	+6%	+13%	+4%
7o	I receive adequate recognition for my contributions from my organisation	62	21	62%	-	+10%	-1%

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

r = below privacy cut-off

Feedback and performance management

Enabling practices

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Feedback and performance management (total score)				65%	+2%	+4%	+2%
3d	In the last 12 months, I have received feedback to help me improve my work	72	18 10	72%	+1%	+7%	+3%
3e	My performance is assessed against clear criteria	57	27 16	57%	-1%	-1%	-1%
5h	My manager encourages me to learn from my mistakes	79	17	79%	+4%	+7%	+4%
5i	My manager appropriately deals with employees who perform poorly	53	33 14	53%	+6%	+4%	+4%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			62%	-9%	-11%	-6%
3b	I have informal feedback conversations with my manager			86%	+2%	+6%	0%
3c	I have scheduled feedback conversations with my manager			71%	0%	+6%	+1%

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

r = below privacy cut-off

Senior managers Leadership

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Senior managers (total score)				62%	+3%	+3%	-3%
6a	Senior managers provide clear direction for the future of the organisation	49	21 30	49%	+1%	-6%	-10%
6b	Senior managers model the values of my organisation	63	20 18	63%	+6%	+4%	-2%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	20 16	64%	+2%	+8%	0%
6d	Senior managers communicate the importance of customers in our work	71	16 14	71%	0%	+1%	-3%
6e	Senior managers keep employees informed about what's going on	58	16 26	58%	+1%	-1%	-7%
6f	Senior managers listen to employees	56	19 24	56%	+7%	+7%	-1%
6g	Senior managers support the career advancement of women	72	21 7	72%	+6%	+9%	+1%

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

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Decision making and accountability (total score)				71%	+9%	+10%	+3%
5f	I have confidence in the decisions my manager makes	83	10 7	83%	+7%	+10%	+3%
7d	People in my organisation take responsibility for their own actions	60	21 19	60%	+10%	+10%	+2%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Communication and change management (total score)				57%	+3%	-1%	-4%
5c	My manager communicates effectively with me	84	9 7	84%	+8%	+9%	+3%
6a	Senior managers provide clear direction for the future of the organisation	49	21 30	49%	+1%	-6%	-10%
6e	Senior managers keep employees informed about what's going on	58	16 26	58%	+1%	-1%	-7%
7b	Change is managed well in my organisation	38	25 37	38%	+2%	-5%	-4%

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

r = below privacy cut-off

Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee voice (total score)			79%	+7%	+10%	+2%
5b	My manager listens to what I have to say	91	91%	+8%	+12%	+3%
5d	My manager encourages and values employee input	88	88%	+7%	+12%	+3%
5e	My manager involves my workgroup in decisions about our work	83	83%	+8%	+12%	+4%
6f	Senior managers listen to employees	56	56%	+7%	+7%	-1%
8c	I can speak up and share a different view to others in my organisation	75	75%	+6%	+6%	+1%

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

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	53	20	27	53%	+5%	+6%	-5%

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

r = below privacy cut-off

Negative workplace behaviours

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

In the last 12 months, have you...		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation		11%	+1%	-5%	+2%
witnessed bullying		20%	-1%	-2%	+4%
experienced bullying		12%	0%	-2%	+3%
witnessed sexual harassment		r	-	-	-
experienced sexual harassment		1%	0%	-3%	-1%
experienced threats or physical harm		r	-	-	-
experienced discrimination		10%	-	0%	+2%
experienced racism		5%	-	+1%	+2%

Definitions

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

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off













Premier and Cabinet questions

			2021 % favourable	difference from 2020	difference from Cluster
My direct manager actively supports a diverse and inclusive work environment	90	7	90%	+5%	+2%
I feel a sense of belonging in my immediate team	86	9	86%	+5%	+1%
I have been able to meet my work commitments and family responsibilities while working remotely	82	10	82%	-2%	+1%

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

r = below privacy cut-off

Premier and Cabinet questions

As a result of our hybrid way of working (remotely and in the office) would you say that your immediate team is able to work more efficiently (i.e. get more done per hour)?		2021 % respondents	difference from 2020	difference from Cluster
Yes		49%	+5%	+7%
No		7%	0%	-5%
It's about the same		39%	-1%	+1%
N/A		5%	-4%	-3%
Have you continued to deliver on the outcomes as outlined in your current agreed goals and objectives, in your performance agreement or team/branch business plan?				
Yes		81%	0%	+4%
No		2%	0%	-3%
Don't know		10%	-1%	-1%
N/A		7%	+1%	-1%
Thinking about your immediate team, comparing the last 12 months what is your day to day workload like?				
It has increased due to additional or changed tasks		58%	+12%	+10%
It has reduced because many of our tasks have changed		4%	-2%	-5%
It has remained about the same		28%	-7%	+2%
It has remained about the same but what we are working on has changed		10%	-2%	-6%

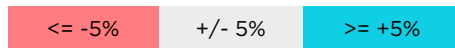
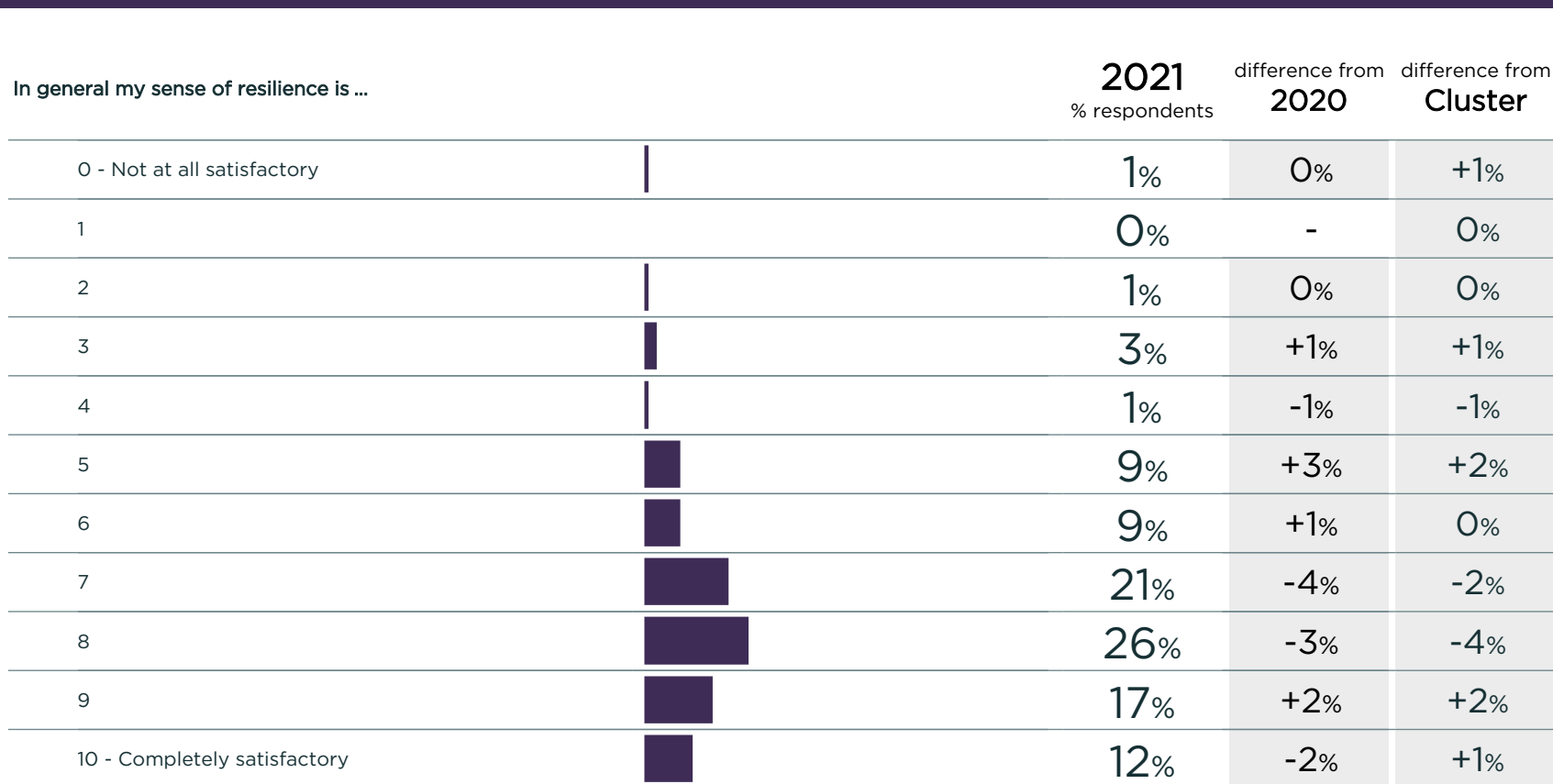
<= -5%

+/- 5%

>= +5%

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Premier and Cabinet questions



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Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile snapshot

This is a snapshot of survey takers.

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

Gender	% respondents	LGBTIQ+	% respondents	Type of work	% respondents
Male	30	Yes	7	Service delivery involving direct contact with the public	6
Female	56	No	82	Other service delivery work	3
Non-binary	r	Prefer not to say	11	Administrative support	7
Prefer not to say	13			Corporate services	20
		Employment status		Policy	17
Age		Senior executive	8	Research	2
15-34 years	20	Ongoing / permanent	68	Program and project management support	26
35-54 years	48	Temporary	12	Legal	4
55+ years	12	Casual	r	Other	15
Prefer not to say	21	Contract-non-executive	6		
		Labour hire	3	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	20
Yes	20	Don't know	2	1 year to less than 2 years	13
No	72	Working arrangement		2 years to less than 5 years	32
Prefer not to say	8	Full-time	88	5 years to less than 10 years	19
Aboriginal and/or Torres Strait Islander		Part-time	12	10 years to less than 20 years	13
Yes	8			More than 20 years	3
No	84			Salary	
Prefer not to say	8			\$85,743 and below	8
Disability				\$85,744 - \$111,076	26
Yes	7			\$111,077 - \$148,577	35
No	86			\$148,578 and above	14
Prefer not to say	8			Prefer not to say	18

r = below privacy cut-off

Selected key topic results by child unit

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

	Report total	Community Engagement Group	General Counsel	People and Operations Group	Transformation Group
Employee engagement	66	63	78	61	72
Wellbeing	70%	66%	78%	66%	81%
Role clarity and support	67%	59%	83%	64%	79%
Inclusion and diversity	78%	77%	89%	70%	89%
Teamwork and collaboration	74%	71%	90%	62%	89%
Learning and development	53%	44%	72%	51%	67%
Senior managers	62%	53%	80%	55%	81%
Communication and change management	57%	48%	79%	56%	71%
Employee voice	79%	77%	85%	72%	89%



At least 5 percentage points lower than report unit



Within 5 percentage points of the report unit



At least 5 percentage points higher than report unit

Selected key topic results by select demographics

	Report total	Male	Female	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	66	62	70	r	64	69	74	69	74	67	65
Wellbeing	70%	67%	75%	r	63%	70%	80%	71%	78%	72%	74%
Role clarity and support	67%	64%	71%	r	65%	58%	74%	69%	80%	66%	66%
Inclusion and diversity	78%	75%	83%	r	73%	73%	90%	79%	87%	82%	74%
Teamwork and collaboration	74%	69%	79%	r	70%	74%	83%	77%	82%	78%	70%
Learning and development	53%	50%	57%	r	50%	44%	57%	57%	66%	55%	48%
Senior managers	62%	60%	68%	r	49%	57%	70%	65%	73%	67%	57%
Communication and change management	57%	56%	62%	r	45%	53%	61%	64%	66%	61%	56%
Employee voice	79%	78%	82%	r	70%	74%	88%	80%	87%	81%	78%

At least 5 percentage points
lower than report unit


Within 5 percentage
points of the report unit


At least 5 percentage points
higher than report unit


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Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	66	61	55	74	62	68	72	68	85	59
Wellbeing	70%	62%	65%	79%	66%	75%	83%	73%	88%	64%
Role clarity and support	67%	63%	64%	77%	61%	71%	78%	67%	92%	60%
Inclusion and diversity	78%	75%	70%	87%	73%	83%	90%	80%	96%	73%
Teamwork and collaboration	74%	62%	47%	82%	67%	79%	85%	80%	94%	69%
Learning and development	53%	38%	39%	69%	51%	58%	71%	52%	88%	45%
Senior managers	62%	46%	52%	72%	58%	67%	69%	65%	92%	55%
Communication and change management	57%	39%	51%	70%	57%	57%	64%	59%	94%	52%
Employee voice	79%	73%	73%	84%	74%	84%	84%	80%	95%	75%

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	66	78	72	65	58	58	63
Wellbeing	70%	83%	76%	70%	63%	61%	70%
Role clarity and support	67%	79%	70%	63%	62%	62%	74%
Inclusion and diversity	78%	89%	84%	79%	75%	66%	80%
Teamwork and collaboration	74%	87%	83%	72%	67%	64%	74%
Learning and development	53%	71%	61%	49%	45%	45%	54%
Senior managers	62%	82%	68%	61%	51%	49%	65%
Communication and change management	57%	78%	61%	55%	47%	46%	61%
Employee voice	79%	92%	86%	78%	71%	69%	80%

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	66	69	58	55	r	r	r	63	r
Wellbeing	70%	73%	68%	58%	r	r	r	73%	r
Role clarity and support	67%	70%	60%	53%	r	r	r	62%	r
Inclusion and diversity	78%	81%	80%	85%	r	r	r	70%	r
Teamwork and collaboration	74%	78%	71%	73%	r	r	r	58%	r
Learning and development	53%	58%	39%	36%	r	r	r	40%	r
Senior managers	62%	67%	53%	42%	r	r	r	34%	r
Communication and change management	57%	62%	48%	32%	r	r	r	40%	r
Employee voice	79%	81%	78%	80%	r	r	r	80%	r

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	66	r	r	r	r	r	r	r	r	r
Wellbeing	70%	r	r	r	r	r	r	r	r	r
Role clarity and support	67%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	78%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	74%	r	r	r	r	r	r	r	r	r
Learning and development	53%	r	r	r	r	r	r	r	r	r
Senior managers	62%	r	r	r	r	r	r	r	r	r
Communication and change management	57%	r	r	r	r	r	r	r	r	r
Employee voice	79%	r	r	r	r	r	r	r	r	r



At least 5 percentage points lower than report unit



Within 5 percentage points of the report unit



At least 5 percentage points higher than report unit

r = below privacy cut-off

Additional information about the survey

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

Survey model

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

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

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

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



Privacy

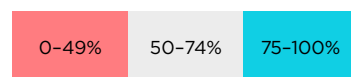
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

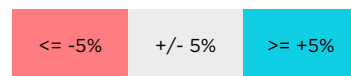


% favourable scores are colour coded based on these ranges:



Difference scores

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



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

Rounding

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

Employee engagement score calculation

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

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

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

Key driver analysis

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

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

Action planning

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

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

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

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