| Topic | Definition | Resources |
| --- | --- | --- |
| Purpose and direction |  |  |
| Role clarity and support | 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 still need the right support to deliver. Support can come in the form of time, tools and technology, and training. | [SafeWork NSW’s tips for improving role clarity and support](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/role-clarity,-role-conflict-and-work-related-stress-tip-sheet-8) |
| Job purpose and enrichment | Job enrichment means enriching jobs with characteristics such as skill variety, autonomy, and job feedback. Job purpose and enrichment are associated with positive employee outcomes. |  |
| Risk and innovation | 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. | * [NSW Treasury’s risk management toolkit](https://www.treasury.nsw.gov.au/information-public-entities/governance-risk-and-assurance/internal-audit-and-risk-management/risk) * [Public Service Commission’s The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-4) |
| Work environment |  |  |
| Health and safety | 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. | * [Public Service Commission’s tips for managing employee wellbeing during COVID-19](https://www.psc.nsw.gov.au/covid19/employee-wellbeing-/managing-employee-wellbeing-during-covid-19) * [SafeWork NSW's Easy to do WHS Business Toolkit](https://www.safework.nsw.gov.au/__data/assets/pdf_file/0016/410209/easy-to-do-whs-SW08483.pdf) * [NSW Safe Work's tips for work-related psychological health and safety](https://www.safeworkaustralia.gov.au/doc/work-related-psychological-health-and-safety-systematic-approach-meeting-your-duties) * [NSW Government’s resources on mental health at work](https://www.nsw.gov.au/mental-health-at-work) |
| Inclusion and diversity | 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. | * [Public Service Commission’s resources for inclusion in the sector](https://www.psc.nsw.gov.au/workplace-culture---diversity/diversity-and-inclusion/inclusion-in-the-sector/inclusion-in-the-sector) * [Public Service Commission's resources for inclusive leadership](https://www.psc.nsw.gov.au/resources/inclusive-leadership/) * [Public Service Commission's research paper on diversity and inclusion in the NSW public sector](https://www.psc.nsw.gov.au/sites/default/files/2020-11/A%20Conversation.pdf) |
| Grievance handling | 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. | * [Australian Human Rights Commission’s good practice guidelines for internal complaint processes](https://humanrights.gov.au/our-work/employers/good-practice-guidelines-internal-complaint-processes) * [SafeWork SA’s resources on grievance and complaint resolution](https://www.safework.sa.gov.au/workers/health-and-wellbeing/grievance-and-complaint-resolution) |
| 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. | * [Public Service Commission’s flexible teams resources for managers](https://www.psc.nsw.gov.au/workplace-culture---diversity/flexible-working/flexible-teams-resources-for-managers) |
| Teamwork and collaboration | 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. | * [Public Service Commission's Collaboration Blueprint](https://www.psc.nsw.gov.au/reports-and-data/other-publications/creating-a-collaboration-culture) * [State of the NSW Public Sector Report 2020 – section on collaboration](https://www.psc.nsw.gov.au/reports-and-data/state-of-the-nsw-public-sector/state-of-the-nsw-public-sector-report-2020/response#collaboration) |
| Enabling practices |  |  |
| Recruitment | Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people. | * [NSW public sector’s recruitment and selection guide](https://www.psc.nsw.gov.au/workforce-management/recruitment/recruitment-and-selection-guide/introduction-to-recruitment-and-selection/introduction-to-the-recruitment-and-selection-guide) * [The Spark Podcast: Smarter ways of working: leading digital workforce transformation](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-3) |
| Learning and development | 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. | * [Public Service Commission’s Performance Development Framework](https://www.psc.nsw.gov.au/workforce-management/performance-development/performance-development-framework) * [Public Service Commission's Performance and talent management guide for senior executives](https://sef.psc.nsw.gov.au/senior-executive-relationships/leading-people/performance-and-talent-management) * [NSW Public Sector Capability Framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) * [Public Service Commission’s The Spark Podcast - Smarter ways of working: talent management and the future of work](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-1) |
| Mobility | 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. | * [Public Service Commission's Mobility and Employment Guidelines](https://www.psc.nsw.gov.au/support-during-covid-19/mobility-and-employment) * [State of the NSW Public Sector Report – section on mobility](https://www.psc.nsw.gov.au/reports-and-data/state-of-the-nsw-public-sector/state-of-the-nsw-public-sector-report-2020/response#mobility) |
| Pay | Perception of pay fairness is assessed. | * [SafeWork NSW's tip sheet on recognition and reward](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/recognition-and-reward-minimising-work-related-stress-tip-10) * [The Society for Human Resources Management’s toolkit on managing employee recognition programs](https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employeerecognitionprograms.aspx) * [SA Government’s rewards and recognition good practice guide](https://www.publicsector.sa.gov.au/__data/assets/pdf_file/0018/221481/011-Reward-and-Recognition-Good-Practice-Guide.pdf) |
| Recognition | Recognition means recognising employees’ contributions and achievements in the workplace through formal and informal mechanisms. |
| Feedback and performance management | Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance. | [Public Service Commission’s Performance Development Framework](https://www.psc.nsw.gov.au/workforce-management/performance-development/performance-development-framework) |
| Leadership |  |  |
| Senior managers | 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. | * [Public Service Commission's Leadership Framework](https://www.psc.nsw.gov.au/workforce-management/nsw-leadership-academy/leadership-framework) * [Public Service Commission's Senior Executive Fundamentals](https://sef.psc.nsw.gov.au/) |
| Communication and change management | 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? | * [Public Service Commission's Leading Change Guidelines](https://sef.psc.nsw.gov.au/setting-direction2c-delivering-results/leading-change) * [SafeWork NSW’s tips for managing change](https://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/managing-change-and-work-related-stress-tip-sheet-11) * [Public Service Commission’s The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-4) |
| Decision making and accountability | 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. | * [Public Service Commission’s Behaving Ethically Guide](https://www.psc.nsw.gov.au/sites/default/files/2020-10/Behaving%20Ethically%20Guide.pdf) * [Public Service Commission’s The Spark Podcast - People analytics: trends in establishing and maturing the people analytics team](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-5) |
| Employee voice | Ensuring employees are empowered to make decisions and feel like they can speak up and be heard shifts the employee–employer relationship from a transactional one to an effective, dynamic one. | [SafeWork NSW’s tips for increasing autonomy and giving employees a voice](http://www.safework.nsw.gov.au/resource-library/mental-health/mental-health-strategy-research/stress-tip-sheets/levels-of-control-and-work-related-stress-tip-sheet-6) |
| Action on survey results | 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. | * [Public Service Commission’s The Spark Podcast - People analytics: taking an evidence-based approach to all things customer, people and culture](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-7) * [Public Service Commission’s The Spark Podcast - People analytics: sourcing workplace and people insights – starting with the basics](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-6) * [Victoria Government's People Matter Survey Campaign Guide](https://vpsc.vic.gov.au/wp-content/uploads/2019/08/PMS-Campaign-Guide.pdf) * [Northern Territory Government's 2021 People Matter Survey - Response Plan Feedback](https://haveyoursay.nt.gov.au/people-matter-2021) |
| Negative workplace behaviours |  |  |
| Misconduct | Misconduct is behaviour that is unethical or illegal, or that breaches your organisation’s code of conduct. | * [Public Service Commission’s Behaving Ethically Guide](https://www.psc.nsw.gov.au/sites/default/files/2020-10/Behaving%20Ethically%20Guide.pdf) |
| Bullying | Workplace bullying is 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. | * [Public Service Commission’s guide to understanding and preventing bullying during COVID-19](https://www.psc.nsw.gov.au/covid19/workplace-bullying-) * [SafeWork NSW's workplace bullying response service standards](https://www.safework.nsw.gov.au/resource-library/bullying-kit/workplace-bullying-response-service-standards) * [Australian Human Rights Commission's Violence, Harassment and Bullying Fact Sheet](https://humanrights.gov.au/our-work/employers/workplace-bullying-violence-harassment-and-bullying-fact-sheet) * [Australian Human Rights Commission's ending workplace sexual harassment guide](https://humanrights.gov.au/our-work/sex-discrimination/publications/ending-workplace-sexual-harassment-resource-small-medium?_ga=2.31142586.407981078.1630902627-250893351.1630902627) * [Australian Human Rights Commission's Sexual Discrimination Know Your Rights Guide](https://humanrights.gov.au/our-work/sex-discrimination/publications/know-your-rights-sex-discrimination-and-sexual-harassment?_ga=2.31142586.407981078.1630902627-250893351.1630902627) * [Australian Human Rights Commission's Race Discrimination Guides](https://humanrights.gov.au/our-work/race-discrimination/guides-race-discimination) * [Fair Work Ombudsman's Workplace discrimination fact sheet](https://www.fairwork.gov.au/tools-and-resources/fact-sheets/rights-and-obligations/workplace-discrimination) * [SafeWork NSW's Violence in the workplace guide](https://www.safework.nsw.gov.au/resource-library/violence-workplace-guide) |
| Sexual harassment | Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated. |
| Racism | Racism is prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin. |
| Discrimination | Discrimination refers to 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. |
| Threats or physical harm | Threats refers to intentional behaviours designed to make a person fear that they will be harmed or injured while physical harm refers to intentional attempts, using violence or physical force, to injure or harm another person. |
| Outcomes |  |  |
| 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. | * [State of the Sector Report 2020 – section on employee engagement and productivity](https://www.psc.nsw.gov.au/reports-and-data/state-of-the-nsw-public-sector/state-of-the-nsw-public-sector-report-2020/response#employee-engagement-and-productivity) |
| 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. |
| Job satisfaction | Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level. Role clarity and support, autonomy and feedback are some factors that impact job satisfaction. |  |
| Customer service | A customer means the people who you or your organisation provide a service to. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation. | * [Department of Customer Services' Customer Commitments, case studies and other useful resources](https://www.nsw.gov.au/customer-experience-unit) * [State of the NSW Public Sector Report 2020 – section on customer satisfaction](https://www.psc.nsw.gov.au/reports-and-data/state-of-the-nsw-public-sector/state-of-the-nsw-public-sector-report-2020/response#customer-satisfaction) * [Public Service Commission’s The Spark Podcast: People analytics: taking an evidence-based approach to all things customer, people and culture](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-spark-shaping-a-world-class-hr/the-spark-podcast-episode-7) |
| Wellbeing | Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life. | * [Public Service Commission’s tips for managing employee wellbeing during COVID-19](https://www.psc.nsw.gov.au/covid19/employee-wellbeing-/managing-employee-wellbeing-during-covid-19) * [Beyond Blue's Coronavirus Mental Wellbeing Resources](https://coronavirus.beyondblue.org.au/?utm_campaign=hp_banner) * [Black Dog Institute’s training on mental health at work NSW](https://www.blackdoginstitute.org.au/education-services/workplaces/mental-health-at-work-nsw/#:~:text=In%20partnership%20with%20the%20NSW,more%20supportive%2C%20and%20engaged%20workplace.) |