



## 2021 | NSW Public Sector Employee Survey

### Agency Report

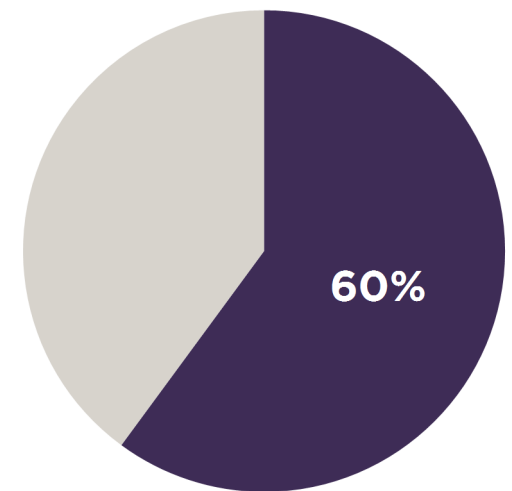
# NSW Trustee and Guardian

**Survey period:** 23 August to 17 September 2021

**Completed surveys:** 426

**Response rate:** 60%

### Response rate:



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

### NSW public sector

- Stronger Communities
  - NSW Trustee and Guardian

<b>High level results.....</b>	<b>4</b>
<b>Results by topic.....</b>	<b>9</b>
<b>Results by child unit and demographic group.....</b>	<b>42</b>
<b>Additional information about the survey.....</b>	<b>50</b>

## High level results

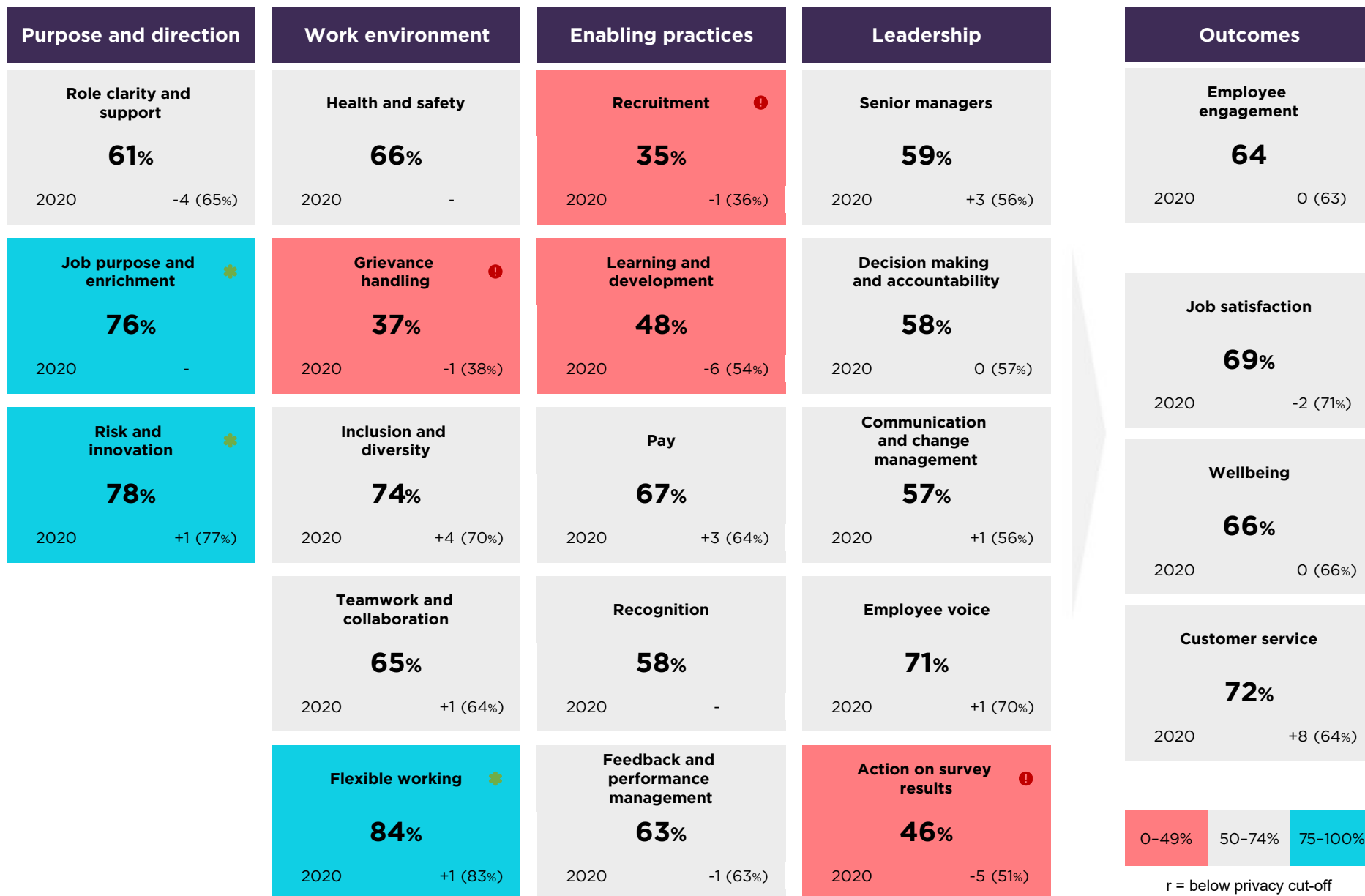
Discover key results and patterns

# Headline results for key topics

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



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



# Highest and lowest questions

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

## + Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	90%	+3%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	86%	+5%
Flexible working	8h	My manager supports flexible working in my team	85%	0%
Customer service	2e	My workgroup considers customer needs when planning our work	85%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job	84%	-3%

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made	30%	-1%
Communication and change management	7b	Change is managed well in my organisation	33%	-6%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	37%	-1%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	38%	-1%
Recruitment	7g	My organisation generally selects capable people to do the job	40%	-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
Inclusion and diversity / Senior managers	6g	Senior managers support the career advancement of women	60%	+8%
Teamwork and collaboration	2b	There is good team spirit in my workgroup	80%	+6%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	60%	+5%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	86%	+5%
Employee voice / Inclusion and diversity	8c	I can speak up and share a different view to others in my organisation	68%	+4%

## - Least improved questions

			2021 % favourable	difference from 2020
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	57%	-10%
Role clarity and support	1c	I have the tools and technology to do my job well	62%	-9%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	42%	-6%
Communication and change management	7b	Change is managed well in my organisation	33%	-6%
Action on survey results	9	I am confident my organisation will act on the results of this survey	46%	-5%

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	<b>44%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>44%</b>	Improve
Role clarity and support	1b	I get the support I need to do my job well	<b>63%</b>	Improve
Communication and change management	7b	Change is managed well in my organisation	<b>33%</b>	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	<b>40%</b>	Improve
Recruitment	7f	I have confidence in the way recruitment decisions are made	<b>30%</b>	Improve

r = below privacy cut-off



## 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
<b>Employee engagement (total score)*</b>				<b>64</b>	0	-4	-1
7j	I would recommend my organisation as a great place to work	59	24 16	59%	0%	-7%	-3%
7k	I am proud to tell others I work for my organisation	64	22 14	64%	+1%	-10%	-7%
7l	I feel a strong personal attachment to my organisation	59	29 13	59%	-4%	-6%	-4%
7m	My organisation motivates me to help it achieve its goals	55	30 15	55%	+1%	-4%	+1%
7n	My organisation inspires me to do the best in my job	54	31 15	54%	0%	-6%	-1%

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

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







r = below privacy cut-off

# Intention to stay

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

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

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

		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		10%	+2%	+3%	+4%
1 year to less than 2 years		14%	+6%	+5%	+7%
2 years to less than 5 years		23%	0%	+2%	+6%
5 years to less than 10 years		23%	-3%	-2%	-1%
10 years to less than 20 years		19%	-4%	-4%	-8%
More than 20 years		11%	-2%	-4%	-7%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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
<b>Job satisfaction (total score)</b>				<b>69%</b>	-2%	0%	+2%
1g	My job gives me a feeling of personal accomplishment	77	14 8	<b>77%</b>	-1%	+1%	+4%
1h	I feel motivated to contribute more than what is normally required at work	72	15 13	<b>72%</b>	-1%	+1%	+3%
1i	I am satisfied with my job	69	16 14	<b>69%</b>	-2%	-2%	-1%
1n	I find my life at work fulfilling	59	30 11	<b>59%</b>	-4%	-1%	+1%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				66%	0%	-3%	-2%
1j	I can keep my work stress at an acceptable level	52	22 26	52%	-2%	-9%	-11%
1m	In general, my sense of wellbeing is...	65	25 9	65%	0%	+2%	+2%
8d	There are people at work who care about me	82	13	82%	+3%	-1%	+2%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>				<b>72%</b>	<b>+8%</b>	<b>-1%</b>	<b>+3%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	73	17 11	73%	-	+2%	+2%
2d	People in my workgroup can explain how their work impacts customers	84	10	84%	-	+3%	+7%
2e	My workgroup considers customer needs when planning our work	85	9	85%	-	+1%	+6%
6d	Senior managers communicate the importance of customers in our work	80	12 8	80%	+1%	+10%	+14%
7h	The processes in my organisation are designed to support the best experience for customers	48	25 27	48%	-2%	-13%	-5%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	63	24 14	63%	+1%	-7%	-4%

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

r = below privacy cut-off

# 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
<b>Role clarity and support (total score)</b>				<b>61%</b>	-4%	-6%	-3%
1a	I understand what is expected of me to do well in my job	84	8 7	84%	-3%	-1%	0%
1b	I get the support I need to do my job well	63	19 19	63%	0%	-3%	0%
1c	I have the tools and technology to do my job well	62	15 23	62%	-9%	-10%	-6%
1d	I have the time to do my job well	44	17 39	44%	+1%	-12%	-14%
3e	My performance is assessed against clear criteria	58	23 19	58%	0%	0%	+6%
3f	I have received the training and development I need to do my job well	57	24 20	57%	-10%	-8%	-2%

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

r = below privacy cut-off

# Job purpose and enrichment

## Purpose and direction

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Job purpose and enrichment (total score)</b>				<b>76%</b>	-	+4%	+7%
1e	My job gives me opportunities to use a variety of skills	83	10 7	83%	-	+2%	+4%
1f	I have a choice in deciding how I carry out day to day work tasks	80	11 9	80%	-	+6%	+9%
3d	In the last 12 months, I have received feedback to help me improve my work	71	18 11	71%	-2%	+6%	+11%
5j	My manager communicates how my role contributes to my organisation's purpose	69	20 11	69%	-	+1%	+5%

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

r = below privacy cut-off



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
<b>Risk and innovation (total score)</b>				<b>78%</b>	<b>+1%</b>	<b>+3%</b>	<b>+7%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	90		90%	+3%	+3%	+5%
5a	My manager encourages people in my workgroup to keep improving the work they do	79	15	79%	0%	+3%	+6%
5h	My manager encourages me to learn from my mistakes	77	19	77%	-1%	+4%	+6%
7a	My organisation is making improvements to meet future challenges	66	23	66%	+3%	+4%	+11%

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

r = below privacy cut-off

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)				66%	-	-7%	-3%
7p	I am confident work health and safety issues I raise will be addressed promptly	71	16 13	71%	-	-5%	+1%
7q	There are effective resources in my organisation to support employee wellbeing	60	24 16	60%	-	-10%	-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	37	38	25	37%	-1%	-9%	-2%

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

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>74%</b>	<b>+4%</b>	<b>0%</b>	<b>+3%</b>
2c	People in my workgroup treat each other with respect	86	7 7	86%	+5%	+4%	+7%
6g	Senior managers support the career advancement of women	60	34	60%	+8%	-3%	-2%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	78	13 9	78%	+3%	-2%	+3%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	79	11 10	79%	0%	-1%	+3%
8c	I can speak up and share a different view to others in my organisation	68	19 13	68%	+4%	-1%	+2%
8e	I feel that I belong in my organisation	72	19 9	72%	-	+1%	+5%

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
<b>Teamwork and collaboration (total score)</b>				<b>65%</b>	<b>+1%</b>	<b>-3%</b>	<b>0%</b>
2a	My workgroup works collaboratively to achieve its goals	82	9 9	82%	0%	+3%	+5%
2b	There is good team spirit in my workgroup	80	8 12	80%	+6%	+4%	+6%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53	29 18	53%	+2%	-4%	-3%
7c	There is good co-operation between teams across my organisation	42	24 34	42%	-6%	-14%	-10%

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
<b>Flexible working (total score)</b>				<b>84%</b>	+1%	+17%	+19%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	83	11	83%	+2%	+18%	+20%
8h	My manager supports flexible working in my team	85	9	85%	0%	+16%	+17%

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	<div></div>	83%	+1%	+39%	+31%
Working more hours over fewer days	<div></div>	20%	+5%	+10%	+10%
Working additional hours to make up for time off	<div></div>	29%	0%	+12%	+15%
Flexible scheduling for rostered workers	<div></div>	11%	-1%	+3%	+2%
Part-time work	<div></div>	9%	-1%	-3%	+1%
Job sharing	<div></div>	3%	-1%	-1%	+1%
Working from different locations	<div></div>	17%	-16%	0%	0%
Working from home	<div></div>	92%	+2%	+33%	+39%
Purchasing annual leave		r	-	-	-
Leave without pay	<div></div>	4%	0%	-3%	0%
Study leave		r	-	-	-
Other		r	-	-	-
None of the above	<div></div>	3%	r	-19%	-25%

<= -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
<b>Recruitment (total score)</b>					<b>35%</b>	-1%	-13%	-4%
7f	I have confidence in the way recruitment decisions are made	30	30	40	30%	-1%	-12%	-3%
7g	My organisation generally selects capable people to do the job	40	31	30	40%	-1%	-15%	-4%

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

r = below privacy cut-off



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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>				<b>48%</b>	<b>-6%</b>	<b>-9%</b>	<b>-3%</b>
3f	I have received the training and development I need to do my job well	57	24 20	57%	-10%	-8%	-2%
3g	I am satisfied with the opportunities available for career development in my organisation	44	27 29	44%	-3%	-7%	-2%
7e	My organisation is committed to developing its employees	44	30 27	44%	-4%	-12%	-5%

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%	+5%	+8%	+7%
No	54%	-5%	-8%	-7%

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

Lack of visible opportunities		35%	+2%	+7%	+4%
Lack of promotion opportunities		32%	0%	+5%	0%
Lack of support from my manager / supervisor		12%	+1%	+1%	-1%
Geographic location considerations		24%	+1%	0%	-7%
Personal / family considerations		28%	+1%	-1%	-4%
Insufficient training and development		15%	0%	+1%	-3%
Lack of required capabilities or experience		12%	0%	0%	-1%
Lack of support for temporary assignments / secondments		19%	+1%	+5%	+1%
The application / recruitment process is too cumbersome or time consuming		32%	0%	+11%	+10%
Other		11%	+2%	+1%	+2%
There are no major barriers to my career progression		21%	-3%	-8%	-4%

<= -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	67	17 16	67%	+3%	+9%	+2%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Recognition (total score)</b>				<b>58%</b>	-	-5%	0%
5g	My manager provides recognition for the work I do	72	17 11	72%	+1%	0%	+2%
7o	I receive adequate recognition for my contributions from my organisation	44	32 24	44%	-	-9%	-3%

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
<b>Feedback and performance management (total score)</b>				<b>63%</b>	-1%	+2%	+6%
3d	In the last 12 months, I have received feedback to help me improve my work	71	18 11	71%	-2%	+6%	+11%
3e	My performance is assessed against clear criteria	58	23 19	58%	0%	0%	+6%
5h	My manager encourages me to learn from my mistakes	77	19	77%	-1%	+4%	+6%
5i	My manager appropriately deals with employees who perform poorly	46	36 17	46%	+1%	-3%	-1%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
<b>Performance management process</b>							
3a	I have a performance and development plan that sets out my individual goals			74%	-3%	0%	+14%
3b	I have informal feedback conversations with my manager			88%	+1%	+8%	+13%
3c	I have scheduled feedback conversations with my manager			78%	+1%	+13%	+22%

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

r = below privacy cut-off

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Senior managers (total score)</b>				<b>59%</b>	<b>+3%</b>	<b>0%</b>	<b>+3%</b>
6a	Senior managers provide clear direction for the future of the organisation	56	24 20	56%	+2%	+1%	+6%
6b	Senior managers model the values of my organisation	56	28 16	56%	0%	-2%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53	29 18	53%	+2%	-4%	-3%
6d	Senior managers communicate the importance of customers in our work	80	12 8	80%	+1%	+10%	+14%
6e	Senior managers keep employees informed about what's going on	60	20 20	60%	+5%	+1%	+7%
6f	Senior managers listen to employees	46	28 26	46%	0%	-3%	+2%
6g	Senior managers support the career advancement of women	60	34	60%	+8%	-3%	-2%

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)				58%	0%	-4%	+2%
5f	I have confidence in the decisions my manager makes	76	14 10	76%	+2%	+4%	+6%
7d	People in my organisation take responsibility for their own actions	38	32 30	38%	-1%	-11%	-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
<b>Communication and change management (total score)</b>				<b>57%</b>	<b>+1%</b>	<b>-1%</b>	<b>+4%</b>
5c	My manager communicates effectively with me	80	11 9	80%	+2%	+4%	+6%
6a	Senior managers provide clear direction for the future of the organisation	56	24 20	56%	+2%	+1%	+6%
6e	Senior managers keep employees informed about what's going on	60	20 20	60%	+5%	+1%	+7%
7b	Change is managed well in my organisation	33	32 35	33%	-6%	-9%	-2%

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
<b>Employee voice (total score)</b>				<b>71%</b>	+1%	+2%	+6%
5b	My manager listens to what I have to say	81	12 7	81%	+2%	+2%	+5%
5d	My manager encourages and values employee input	81	13 7	81%	+2%	+4%	+8%
5e	My manager involves my workgroup in decisions about our work	80	11 9	80%	0%	+8%	+12%
6f	Senior managers listen to employees	46	28 26	46%	0%	-3%	+2%
8c	I can speak up and share a different view to others in my organisation	68	19 13	68%	+4%	-1%	+2%

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	46	30	23	46%	-5%	-1%	+7%

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		13%	-1%	-2%	-7%
witnessed bullying		24%	0%	+2%	+1%
experienced bullying		17%	+1%	+3%	+1%
witnessed sexual harassment		3%	-	0%	-1%
experienced sexual harassment		4%	+1%	-1%	-2%
experienced threats or physical harm		10%	+4%	+2%	+2%
experienced discrimination		13%	-	+3%	+1%
experienced racism		6%	-	+2%	+1%

## Definitions

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

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

## Stronger Communities questions

			2021 % favourable	difference from 2020	difference from Cluster
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	80	15	80%	-5%	+10%
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	77	16	77%	-6%	+2%
I understand how my work links to the strategic outcomes in my organisation	84	10	84%	0%	+6%
All things considered, I feel my organisation provides good support for my mental health and well-being	59	23	59%	+1%	-1%
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	72	23	72%	-3%	+10%
My manager is committed to, and supportive of, diverse workgroups	77	19	77%	-3%	+3%
I understand what I can do to promote zero tolerance of sexual harassment in the workplace	90	9	90%	0%	0%

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

r = below privacy cut-off

# Stronger Communities questions

What is your role?		2021 % respondents	difference from 2020	difference from Cluster
Administration		28%	+1%	+16%
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)		13%	+1%	+6%
Custodial Officer		r	-	-
Youth Worker		r	-	-
Sheriff's Officer		r	-	-
Community Corrections Officer		r	-	-
Child Protection Caseworker		r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		r	-	-
Caseworker - Helpline		r	-	-
Casework Support Worker		r	-	-
Casework Specialist		r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)		r	-	-
Permanency Co-ordinator		r	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?		2021 % respondents	difference from 2020	difference from Cluster
Asset or Property Management		3%	+1%	+2%
Client Liaison Officer / Client Service Officer (field and HCC)		14%	0%	+11%
Housing Manager / Housing Team Leader		r	-	-
Disability Case Manager		r	-	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)		r	-	-
Coordinator Accommodation and Respite		r	-	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager		r	-	-
Large Residential Centre (LRC) Manager		r	-	-
Legal officer or other legal professional (Legal support, Paralegal)		6%	-2%	+4%
Disability Clinician		r	-	-
Disability Team Leader		r	-	-
Disability Support Worker		r	-	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)		r	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What is your role?	2021 % respondents	difference from 2020	difference from Cluster
Psychologist	r	-	-
Teacher	r	-	-
Biomechanist, Physiotherapist, Performance Analysis, Strength and Conditioning, Physiology	r	-	-
Policy/Program/Project Officer	r	-	-
Policy/Program/Project Manager	r	-	-
Senior Executive Band 1	r	-	-
Senior Executive Band 2 and 3	r	-	-
Sworn police officer - general duties	r	-	-
Sworn police officer - other	r	-	-
Non-sworn employee of NSW Police Force	r	-	-
Permanent Fire fighter	r	-	-
Retained Fire fighter	r	-	-
Other	29%	-3%	+17%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Stronger Communities questions

What role group does your job fit into?	2021 % respondents	difference from 2020	difference from Cluster
Administration	25%	+6%	+12%
Business enabler and manager (Legal, IT, Finance, HR)	17%	+1%	+9%
Child Protection	r	-	-
Client Service Officer and Manager	22%	-1%	+15%
Disability Services	6%	-3%	+6%
Policy/Project/Program Officer and Managers	r	-	-
Property and Asset Management	r	-	-
Psychologist	r	-	-
Sports Support	r	-	-
Sport Coaches	r	-	-
Senior Executive	r	-	-
Police	r	-	-
Firefighter	r	-	-
Other	23%	-5%	+1%

<= -5%




+/- 5%

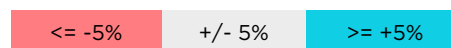
>= +5%

r = below privacy cut-off



# Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people		2021 % respondents	difference from 2020	difference from Cluster
The Secretary and Deputy Secretaries		r	-	-
My Executive Director and above		r	-	-
My Director and above		26%	0%	+2%
My Manager's Manager and above		47%	-2%	+7%
My Manager and above		23%	+5%	-1%



r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views

# Respondent profile snapshot

This is a snapshot of survey takers.

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

Gender	% respondents	LGBTIQ+	% respondents	Type of work	% respondents
Male	29	Yes	6	Service delivery involving direct contact with the public	33
Female	59	No	86	Other service delivery work	8
Non-binary	r	Prefer not to say	9	Administrative support	10
Prefer not to say	11			Corporate services	13
		<b>Employment status</b>		Policy	r
<b>Age</b>		Senior executive	3	Research	r
15-34 years	17	Ongoing / permanent	81	Program and project management support	3
35-54 years	42	Temporary	4	Legal	5
55+ years	19	Casual	r	Other	25
Prefer not to say	22	Contract-non-executive	6		
		Labour hire	5	<b>Organisation tenure</b>	
<b>LOTE spoken at home</b>		Other	r	Less than 1 year	16
Yes	32	Don't know	r	1 year to less than 2 years	5
No	56			2 years to less than 5 years	29
Prefer not to say	12	<b>Working arrangement</b>		5 years to less than 10 years	12
		Full-time	92	10 years to less than 20 years	23
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	8	More than 20 years	16
Yes	r			<b>Salary</b>	
No	92			\$85,743 and below	31
Prefer not to say	7			\$85,744 - \$111,076	39
				\$111,077 - \$148,577	12
<b>Disability</b>				\$148,578 and above	3
Yes	9			Prefer not to say	16
No	81				
Prefer not to say	10				

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	Customer Experience	Financial Performance & Investments	Information & Technology	Legal & Professional Services	Office of the CEO	Public Guardian	Strategy & Governance	Trustee Services
Employee engagement	64	60	70	70	64	80	66	76	58
Wellbeing	66%	72%	67%	80%	69%	93%	71%	85%	56%
Role clarity and support	61%	68%	70%	78%	61%	80%	56%	81%	53%
Inclusion and diversity	74%	72%	67%	81%	73%	94%	75%	87%	70%
Teamwork and collaboration	65%	66%	66%	76%	66%	88%	65%	82%	57%
Learning and development	48%	48%	52%	51%	47%	70%	49%	65%	43%
Senior managers	59%	57%	58%	76%	60%	84%	54%	75%	53%
Communication and change management	57%	58%	57%	78%	57%	82%	56%	69%	51%
Employee voice	71%	75%	61%	81%	70%	89%	74%	86%	66%

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	64	65	66	r	r	56	65	67	70	66	59
Wellbeing	66%	68%	69%	r	r	61%	68%	72%	77%	67%	66%
Role clarity and support	61%	67%	62%	r	r	56%	63%	69%	72%	64%	54%
Inclusion and diversity	74%	76%	77%	r	r	61%	79%	76%	86%	74%	73%
Teamwork and collaboration	65%	68%	66%	r	r	54%	76%	68%	72%	65%	63%
Learning and development	48%	51%	51%	r	r	35%	50%	53%	61%	49%	46%
Senior managers	59%	61%	62%	r	r	45%	75%	64%	78%	60%	51%
Communication and change management	57%	61%	60%	r	r	44%	69%	64%	72%	59%	52%
Employee voice	71%	76%	73%	r	r	58%	77%	74%	85%	73%	66%

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 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	64	55	69	67	71	r	r	r	66	65
Wellbeing	66%	55%	76%	77%	76%	r	r	r	72%	68%
Role clarity and support	61%	48%	72%	62%	78%	r	r	r	62%	64%
Inclusion and diversity	74%	68%	79%	73%	84%	r	r	r	84%	70%
Teamwork and collaboration	65%	55%	71%	64%	77%	r	r	r	67%	66%
Learning and development	48%	39%	58%	49%	58%	r	r	r	51%	49%
Senior managers	59%	46%	71%	57%	77%	r	r	r	59%	59%
Communication and change management	57%	43%	65%	55%	72%	r	r	r	58%	60%
Employee voice	71%	64%	81%	67%	82%	r	r	r	79%	69%

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	64	76	72	66	52	57	63
Wellbeing	66%	83%	81%	71%	47%	58%	64%
Role clarity and support	61%	78%	74%	68%	45%	53%	61%
Inclusion and diversity	74%	85%	89%	79%	55%	68%	74%
Teamwork and collaboration	65%	77%	76%	61%	54%	61%	69%
Learning and development	48%	62%	63%	49%	33%	45%	48%
Senior managers	59%	74%	75%	61%	40%	53%	61%
Communication and change management	57%	77%	76%	60%	39%	49%	56%
Employee voice	71%	87%	86%	76%	56%	65%	66%

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

	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	64	65	64	r	77	r	r	r	r
Wellbeing	66%	74%	64%	r	77%	r	r	r	r
Role clarity and support	61%	66%	62%	r	56%	r	r	r	r
Inclusion and diversity	74%	79%	72%	r	94%	r	r	r	r
Teamwork and collaboration	65%	70%	64%	r	83%	r	r	r	r
Learning and development	48%	51%	49%	r	64%	r	r	r	r
Senior managers	59%	61%	59%	r	70%	r	r	r	r
Communication and change management	57%	63%	57%	r	67%	r	r	r	r
Employee voice	71%	78%	69%	r	89%	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




## 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	64	r	r	r	r	53	r	r	r	r
Wellbeing	66%	r	r	r	r	53%	r	r	r	r
Role clarity and support	61%	r	r	r	r	40%	r	r	r	r
Inclusion and diversity	74%	r	r	r	r	65%	r	r	r	r
Teamwork and collaboration	65%	r	r	r	r	49%	r	r	r	r
Learning and development	48%	r	r	r	r	31%	r	r	r	r
Senior managers	59%	r	r	r	r	49%	r	r	r	r
Communication and change management	57%	r	r	r	r	46%	r	r	r	r
Employee voice	71%	r	r	r	r	68%	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.

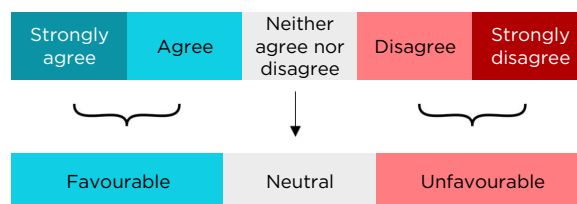


## Privacy

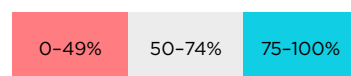
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

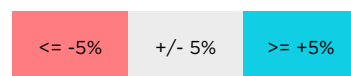


% favourable scores are colour coded based on these ranges:



## 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.				