



## 2021 | NSW Public Sector Employee Survey

### Agency Report

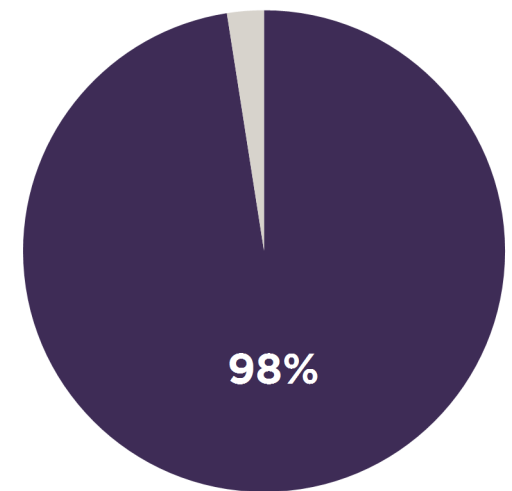
## Infrastructure NSW

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

**Completed surveys:** 158

**Response rate:** 98%

### Response rate:



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

### NSW public sector

- Premier and Cabinet
  - Infrastructure NSW

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## High level results

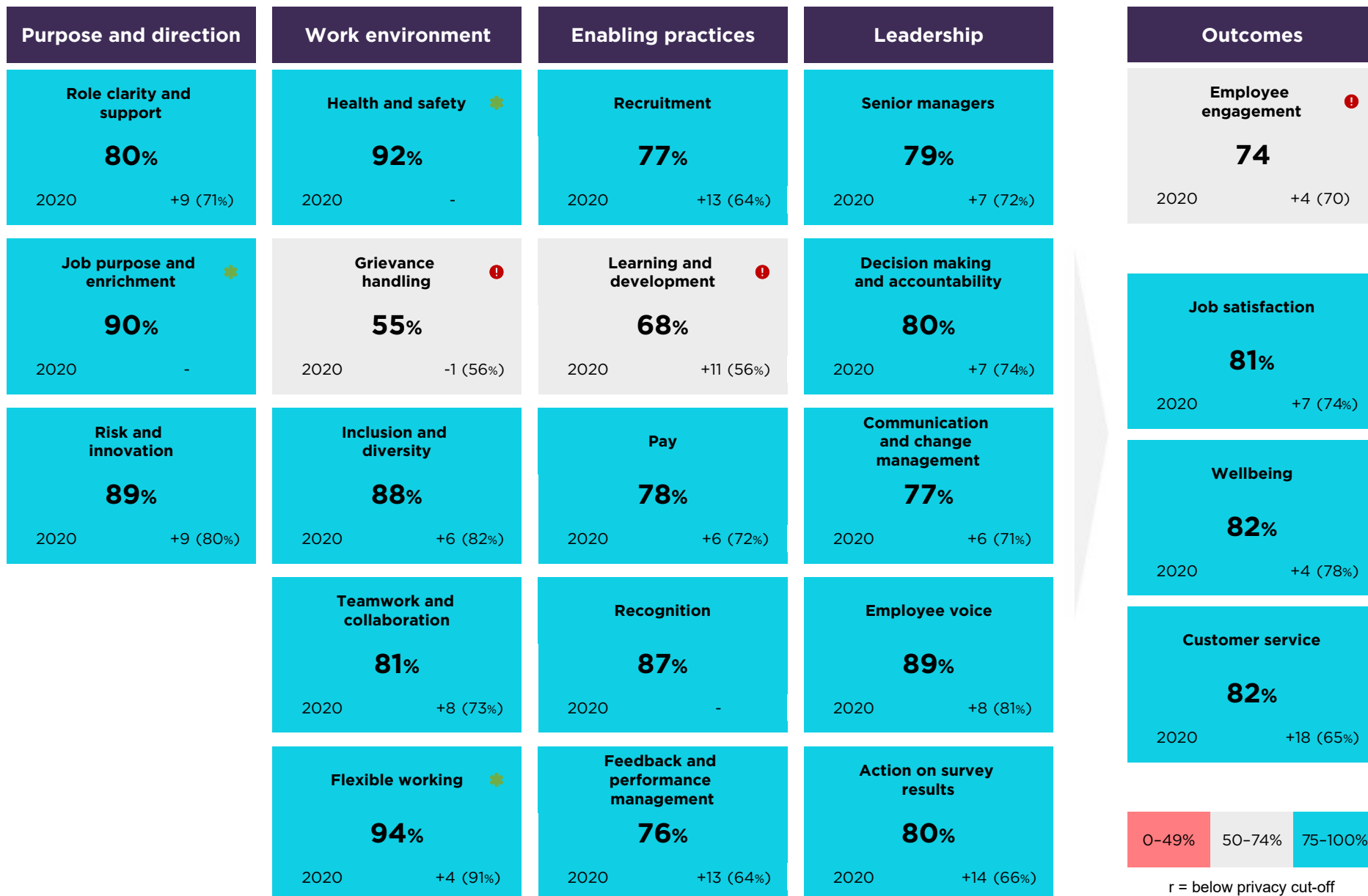
Discover key results and patterns

# Headline results for key topics

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



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



# Highest and lowest questions

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

## + Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	98%	+4%
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	97%	-
Inclusion and diversity	2c	People in my workgroup treat each other with respect	96%	+14%
Employee voice	5b	My manager listens to what I have to say	96%	+6%
Flexible working	8h	My manager supports flexible working in my team	95%	+2%

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	54%	+9%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	55%	-1%
Communication and change management	7b	Change is managed well in my organisation	56%	+1%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	59%	+13%
Employee engagement	7l	I feel a strong personal attachment to my organisation	64%	+3%

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
Recruitment	7f	I have confidence in the way recruitment decisions are made	71%	+17%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	72%	+15%
Employee engagement	7k	I am proud to tell others I work for my organisation	90%	+14%
Action on survey results	9	I am confident my organisation will act on the results of this survey	80%	+14%
Learning and development	7e	My organisation is committed to developing its employees	77%	+14%

## - Least improved questions

			2021 % favourable	difference from 2020
Grievance handling	10	I have confidence in the ways my organisation handles grievances	55%	-1%
Communication and change management	7b	Change is managed well in my organisation	56%	+1%
Role clarity and support	1d	I have the time to do my job well	74%	+2%
Flexible working	8h	My manager supports flexible working in my team	95%	+2%
Wellbeing	1j	I can keep my work stress at an acceptable level	80%	+3%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

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

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

Topic		Key driver questions	2021 % favourable	Action
Recruitment	7g	My organisation generally selects capable people to do the job	<b>83%</b>	Maintain
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	<b>72%</b>	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>79%</b>	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	<b>81%</b>	Maintain
Recruitment	7f	I have confidence in the way recruitment decisions are made	<b>71%</b>	Maintain
Communication and change management	7b	Change is managed well in my organisation	<b>56%</b>	Improve

r = below privacy cut-off



## Results by topic

Discover more about your results

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>74</b>	<b>+4</b>	<b>+7</b>	<b>+3</b>
7j	I would recommend my organisation as a great place to work	84	10	84%	+13%	+17%	+13%
7k	I am proud to tell others I work for my organisation	90		90%	+14%	+16%	+8%
7l	I feel a strong personal attachment to my organisation	64	24	64%	+3%	-1%	-5%
7m	My organisation motivates me to help it achieve its goals	75	17	75%	+6%	+15%	+7%
7n	My organisation inspires me to do the best in my job	77	14	77%	+11%	+17%	+9%

\*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		20%	r	+13%	+8%
1 year to less than 2 years		25%	+2%	+16%	+10%
2 years to less than 5 years		38%	+4%	+18%	+8%
5 years to less than 10 years		r	-	-	-
10 years to less than 20 years		r	-	-	-
More than 20 years		r	-	-	-

<= -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>81%</b>	<b>+7%</b>	<b>+12%</b>	<b>+8%</b>
1g	My job gives me a feeling of personal accomplishment	83 10	83%	+7%	+8%	+5%
1h	I feel motivated to contribute more than what is normally required at work	85 8 8	85%	+6%	+14%	+9%
1i	I am satisfied with my job	85 8 8	85%	+8%	+14%	+11%
1n	I find my life at work fulfilling	72 24	72%	+8%	+12%	+8%

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)				82%	+4%	+13%	+8%
1j	I can keep my work stress at an acceptable level	80	10 10	80%	+3%	+18%	+11%
1m	In general, my sense of wellbeing is...	75	22	75%	+4%	+12%	+9%
8d	There are people at work who care about me	91		91%	+6%	+8%	+4%

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>82%</b>	<b>+18%</b>	<b>+9%</b>	<b>+6%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	82	12	82%	-	+11%	+10%
2d	People in my workgroup can explain how their work impacts customers	91		91%	-	+10%	+5%
2e	My workgroup considers customer needs when planning our work	91		91%	-	+8%	+4%
6d	Senior managers communicate the importance of customers in our work	79	13	79%	+11%	+9%	+5%
7h	The processes in my organisation are designed to support the best experience for customers	65	25	65%	+12%	+4%	+3%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	86	10	86%	+13%	+16%	+11%

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
<b>Role clarity and support (total score)</b>			<b>80%</b>	<b>+9%</b>	<b>+14%</b>	<b>+11%</b>
1a	I understand what is expected of me to do well in my job	90	90%	+9%	+5%	+8%
1b	I get the support I need to do my job well	84	84%	+12%	+18%	+12%
1c	I have the tools and technology to do my job well	89	89%	+7%	+18%	+12%
1d	I have the time to do my job well	74	74%	+2%	+18%	+9%
3e	My performance is assessed against clear criteria	72	72%	+15%	+15%	+15%
3f	I have received the training and development I need to do my job well	72	72%	+10%	+7%	+10%





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>90%</b>	-	+18%	+12%
1e	My job gives me opportunities to use a variety of skills	89 	89%	-	+8%	+7%
1f	I have a choice in deciding how I carry out day to day work tasks	97 	97%	-	+24%	+12%
3d	In the last 12 months, I have received feedback to help me improve my work	84 	84%	+11%	+19%	+16%
5j	My manager communicates how my role contributes to my organisation's purpose	90 	90%	-	+22%	+15%

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

r = below privacy cut-off



# Risk and innovation

## Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
<b>Risk and innovation (total score)</b>			<b>89%</b>	<b>+9%</b>	<b>+14%</b>	<b>+10%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	98	98%	+4%	+11%	+6%
5a	My manager encourages people in my workgroup to keep improving the work they do	88	88%	+7%	+13%	+8%
5h	My manager encourages me to learn from my mistakes	90	90%	+12%	+17%	+14%
7a	My organisation is making improvements to meet future challenges	81	81%	+12%	+18%	+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)			92%	-	+19%	+14%
7p	I am confident work health and safety issues I raise will be addressed promptly	95	95%	-	+19%	+14%
7q	There are effective resources in my organisation to support employee wellbeing	89	89%	-	+19%	+13%

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

r = below privacy cut-off

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	55	38	8	55%	-1%	+8%	+7%

\*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>88%</b>	<b>+6%</b>	<b>+14%</b>	<b>+9%</b>
2c	People in my workgroup treat each other with respect	96	96%	+14%	+15%	+7%
6g	Senior managers support the career advancement of women	81	81%	+10%	+18%	+10%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	92	92%	+5%	+13%	+9%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91	91%	+4%	+11%	+8%
8c	I can speak up and share a different view to others in my organisation	87	87%	+4%	+18%	+13%
8e	I feel that I belong in my organisation	81	81%	-	+10%	+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>81%</b>	<b>+8%</b>	<b>+14%</b>	<b>+8%</b>
2a	My workgroup works collaboratively to achieve its goals	89	8	89%	+11%	+9%	+3%
2b	There is good team spirit in my workgroup	91		91%	+10%	+15%	+8%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78	13	78%	+5%	+22%	+14%
7c	There is good co-operation between teams across my organisation	67	18	67%	+6%	+10%	+6%

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)			94%	+4%	+28%	+9%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	93	93%	+5%	+28%	+9%
8h	My manager supports flexible working in my team	95	95%	+2%	+27%	+8%

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>	77%	0%	+33%	+3%
Working more hours over fewer days	<div></div>	12%	-4%	+3%	-3%
Working additional hours to make up for time off	<div></div>	25%	0%	+8%	-1%
Flexible scheduling for rostered workers		r	-	-	-
Part-time work	<div></div>	12%	+1%	0%	0%
Job sharing		r	-	-	-
Working from different locations	<div></div>	26%	-13%	+9%	+2%
Working from home	<div></div>	94%	-1%	+35%	+6%
Purchasing annual leave		r	-	-	-
Leave without pay		r	-	-	-
Study leave		r	-	-	-
Other		r	-	-	-
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
<b>Recruitment (total score)</b>				<b>77%</b>	<b>+13%</b>	<b>+29%</b>	<b>+19%</b>
7f	I have confidence in the way recruitment decisions are made	71	18 12	71%	+17%	+29%	+22%
7g	My organisation generally selects capable people to do the job	83	8 8	83%	+10%	+28%	+17%

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>68%</b>	<b>+11%</b>	<b>+10%</b>	<b>+13%</b>
3f	I have received the training and development I need to do my job well	72	22	72%	+10%	+7%	+10%
3g	I am satisfied with the opportunities available for career development in my organisation	54	27	54%	+9%	+3%	+9%
7e	My organisation is committed to developing its employees	77	18	77%	+14%	+21%	+20%

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	41%	+14%	+3%	+4%
No	59%	-14%	-3%	-4%

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

Lack of visible opportunities		27%	-3%	-2%	-8%
Lack of promotion opportunities		26%	-11%	-2%	-10%
Lack of support from my manager / supervisor		r	-	-	-
Geographic location considerations		9%	+1%	-15%	-5%
Personal / family considerations		16%	0%	-13%	-5%
Insufficient training and development		r	-	-	-
Lack of required capabilities or experience		7%	-1%	-4%	-5%
Lack of support for temporary assignments / secondments		9%	0%	-5%	-4%
The application / recruitment process is too cumbersome or time consuming		16%	-1%	-6%	-1%
Other		r	-	-	-
There are no major barriers to my career progression		43%	+6%	+14%	+12%

<= -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	78	11 11	78%	+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
<b>Recognition (total score)</b>			<b>87%</b>	-	+24%	+14%
5g	My manager provides recognition for the work I do	95	95%	+6%	+22%	+13%
7o	I receive adequate recognition for my contributions from my organisation	79	79%	-	+26%	+16%

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>76%</b>	<b>+13%</b>	<b>+15%</b>	<b>+14%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	84 10	84%	+11%	+19%	+16%
3e	My performance is assessed against clear criteria	72 19 9	72%	+15%	+15%	+15%
5h	My manager encourages me to learn from my mistakes	90 9	90%	+12%	+17%	+14%
5i	My manager appropriately deals with employees who perform poorly	59 33 8	59%	+13%	+10%	+10%

			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		82%	+2%	+9%	+14%
3b	I have informal feedback conversations with my manager		92%	+7%	+12%	+6%
3c	I have scheduled feedback conversations with my manager		79%	+7%	+14%	+9%

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>79%</b>	<b>+7%</b>	<b>+21%</b>	<b>+14%</b>
6a	Senior managers provide clear direction for the future of the organisation	73	12 15	73%	+9%	+18%	+14%
6b	Senior managers model the values of my organisation	81	13	81%	+5%	+22%	+17%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78	13 9	78%	+5%	+22%	+14%
6d	Senior managers communicate the importance of customers in our work	79	13 7	79%	+11%	+9%	+5%
6e	Senior managers keep employees informed about what's going on	87	8	87%	+4%	+28%	+21%
6f	Senior managers listen to employees	77	14 9	77%	+8%	+28%	+20%
6g	Senior managers support the career advancement of women	81	13	81%	+10%	+18%	+10%

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)				80%	+7%	+19%	+12%
5f	I have confidence in the decisions my manager makes	88	8	88%	+9%	+16%	+9%
7d	People in my organisation take responsibility for their own actions	72	19	72%	+4%	+22%	+15%

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)			<b>77%</b>	<b>+6%</b>	<b>+19%</b>	<b>+15%</b>
5c	My manager communicates effectively with me	92	<b>92%</b>	<b>+12%</b>	<b>+17%</b>	<b>+12%</b>
6a	Senior managers provide clear direction for the future of the organisation	73 12 15	<b>73%</b>	<b>+9%</b>	<b>+18%</b>	<b>+14%</b>
6e	Senior managers keep employees informed about what's going on	87 8	<b>87%</b>	<b>+4%</b>	<b>+28%</b>	<b>+21%</b>
7b	Change is managed well in my organisation	56 26 18	<b>56%</b>	<b>+1%</b>	<b>+13%</b>	<b>+15%</b>

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>89%</b>	<b>+8%</b>	<b>+20%</b>	<b>+13%</b>
5b	My manager listens to what I have to say	96	96%	+6%	+17%	+9%
5d	My manager encourages and values employee input	95	95%	+12%	+19%	+10%
5e	My manager involves my workgroup in decisions about our work	92	92%	+11%	+21%	+13%
6f	Senior managers listen to employees	77 14 9	77%	+8%	+28%	+20%
8c	I can speak up and share a different view to others in my organisation	87 10	87%	+4%	+18%	+13%

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	80	12 8	80%	+14%	+33%	+22%

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	r	-	-	-
witnessed bullying	9%	-2%	-13%	-7%
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

## 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	95	95%	+7%	+7%
I feel a sense of belonging in my immediate team	89	89%	+10%	+4%
I have been able to meet my work commitments and family responsibilities while working remotely	92	92%	+2%	+11%

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

r = below privacy cut-off

# Premier and Cabinet questions

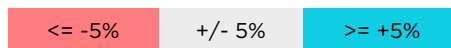
As a result of our hybrid way of working (remotely and in the office) would you say that your immediate team is able to work more efficiently (i.e. get more done per hour)?		2021 % respondents	difference from 2020	difference from Cluster
Yes		55%	-6%	+13%
No		3%	+1%	-9%
It's about the same		39%	+6%	0%
N/A		3%	-1%	-4%
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		87%	-1%	+10%
No		1%	+1%	-3%
Don't know		5%	0%	-5%
N/A		7%	0%	-2%
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		61%	+15%	+13%
It has reduced because many of our tasks have changed		3%	+2%	-6%
It has remained about the same		30%	-14%	+3%
It has remained about the same but what we are working on has changed		6%	-4%	-10%

<= -5%    +/- 5%    >= +5%

r = below privacy cut-off

# Premier and Cabinet questions

In general my sense of resilience is ...	2021 % respondents	difference from 2020	difference from Cluster
0 - Not at all satisfactory	0%	-	-1%
1	0%	-	0%
2	0%	-	-1%
3	0%	-3%	-2%
4	3%	+2%	+1%
5	2%	-5%	-5%
6	5%	0%	-4%
7	23%	+8%	0%
8	37%	+4%	+7%
9	20%	+2%	+5%
10 - Completely satisfactory	10%	-7%	-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	38	Yes	r	Service delivery involving direct contact with the public	r
Female	57	No	93	Other service delivery work	r
Non-binary	r	Prefer not to say	r	Administrative support	9
Prefer not to say	r			Corporate services	28
		<b>Employment status</b>		Policy	13
<b>Age</b>		Senior executive	29	Research	r
15-34 years	26	Ongoing / permanent	42	Program and project management support	34
35-54 years	53	Temporary	15	Legal	r
55+ years	11	Casual	r	Other	11
Prefer not to say	11	Contract-non-executive	9		
		Labour hire	r		
<b>LOTE spoken at home</b>		Other	r	<b>Organisation tenure</b>	
Yes	24	Don't know	r	Less than 1 year	37
No	72			1 year to less than 2 years	18
Prefer not to say	r	<b>Working arrangement</b>		2 years to less than 5 years	34
		Full-time	90	5 years to less than 10 years	11
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	10	10 years to less than 20 years	r
Yes	r			More than 20 years	r
No	95				
Prefer not to say	r			<b>Salary</b>	
				\$85,743 and below	r
<b>Disability</b>				\$85,744 - \$111,076	13
Yes	r			\$111,077 - \$148,577	30
No	93			\$148,578 and above	43
Prefer not to say	r			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	Corporate Services	Finance and Operations	Hawkesbury-Nepean Flood Risk Management Directorate	Investor Assurance	Office of the CEO	Projects NSW	Strategy, Planning and Innovation
Employee engagement	74	74	71	80	77	83	69	79
Wellbeing	82%	83%	80%	83%	83%	82%	81%	84%
Role clarity and support	80%	79%	78%	88%	81%	86%	76%	84%
Inclusion and diversity	88%	82%	86%	97%	93%	88%	85%	92%
Teamwork and collaboration	81%	79%	78%	94%	82%	84%	73%	93%
Learning and development	68%	69%	64%	71%	70%	79%	57%	78%
Senior managers	79%	66%	80%	96%	85%	91%	69%	96%
Communication and change management	77%	67%	75%	98%	81%	89%	68%	88%
Employee voice	89%	85%	85%	97%	93%	91%	88%	98%

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	74	r	78	r	r	r	r	r	75	75	88
Wellbeing	82%	r	86%	r	r	r	r	r	88%	81%	87%
Role clarity and support	80%	r	83%	r	r	r	r	r	81%	81%	88%
Inclusion and diversity	88%	r	92%	r	r	r	r	r	91%	88%	95%
Teamwork and collaboration	81%	r	87%	r	r	r	r	r	87%	78%	94%
Learning and development	68%	r	72%	r	r	r	r	r	74%	65%	79%
Senior managers	79%	r	83%	r	r	r	r	r	79%	80%	94%
Communication and change management	77%	r	81%	r	r	r	r	r	80%	76%	92%
Employee voice	89%	r	91%	r	r	r	r	r	92%	90%	94%

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	74	r	r	r	72	76	r	81	r	68
Wellbeing	82%	r	r	r	81%	74%	r	85%	r	83%
Role clarity and support	80%	r	r	r	76%	80%	r	85%	r	76%
Inclusion and diversity	88%	r	r	r	83%	92%	r	94%	r	84%
Teamwork and collaboration	81%	r	r	r	80%	90%	r	88%	r	70%
Learning and development	68%	r	r	r	63%	76%	r	73%	r	63%
Senior managers	79%	r	r	r	69%	93%	r	91%	r	68%
Communication and change management	77%	r	r	r	70%	85%	r	86%	r	70%
Employee voice	89%	r	r	r	83%	97%	r	95%	r	85%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

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	74	79	77	70	72	r	r
Wellbeing	82%	87%	86%	77%	75%	r	r
Role clarity and support	80%	84%	86%	77%	76%	r	r
Inclusion and diversity	88%	92%	88%	85%	83%	r	r
Teamwork and collaboration	81%	85%	88%	78%	75%	r	r
Learning and development	68%	72%	74%	64%	65%	r	r
Senior managers	79%	87%	82%	72%	73%	r	r
Communication and change management	77%	85%	81%	69%	71%	r	r
Employee voice	89%	94%	92%	83%	88%	r	r

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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## Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	74	r	r	r	r	r	r	r	r
Wellbeing	82%	r	r	r	r	r	r	r	r
Role clarity and support	80%	r	r	r	r	r	r	r	r
Inclusion and diversity	88%	r	r	r	r	r	r	r	r
Teamwork and collaboration	81%	r	r	r	r	r	r	r	r
Learning and development	68%	r	r	r	r	r	r	r	r
Senior managers	79%	r	r	r	r	r	r	r	r
Communication and change management	77%	r	r	r	r	r	r	r	r
Employee voice	89%	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


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## Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	74	r	r	r	r	r	r	r	r	r
Wellbeing	82%	r	r	r	r	r	r	r	r	r
Role clarity and support	80%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	88%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	81%	r	r	r	r	r	r	r	r	r
Learning and development	68%	r	r	r	r	r	r	r	r	r
Senior managers	79%	r	r	r	r	r	r	r	r	r
Communication and change management	77%	r	r	r	r	r	r	r	r	r
Employee voice	89%	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

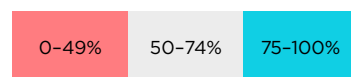
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

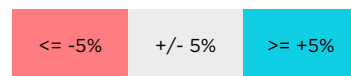


% favourable scores are colour coded based on these ranges:



## 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.				