



2021 | NSW Public Sector Employee Survey

Agency Report

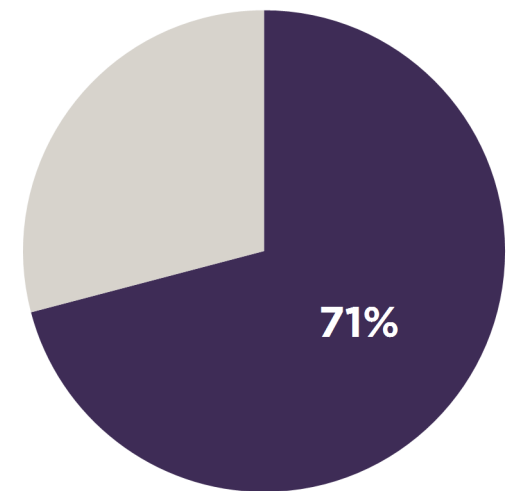
Parliamentary Counsel's Office

Survey period: 23 August to 17 September 2021

Completed surveys: 39

Response rate: 71%

Response rate:



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

NSW public sector

- Premier and Cabinet
 - Parliamentary Counsel's Office

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High level results

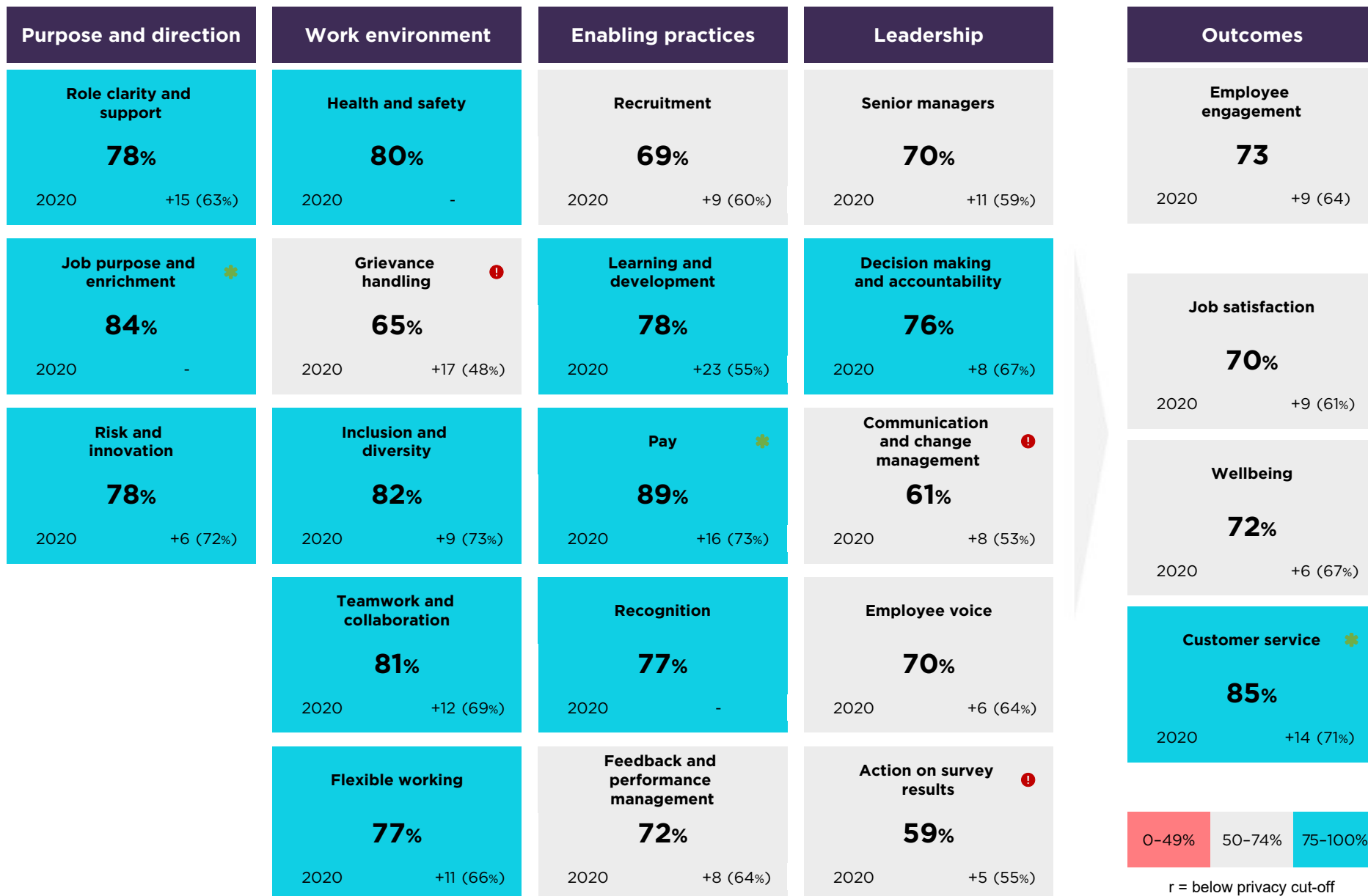
Discover key results and patterns

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
Customer service	2d	People in my workgroup can explain how their work impacts customers	95%	-
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	95%	+15%
Role clarity and support	1c	I have the tools and technology to do my job well	92%	+6%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	92%	+8%
Customer service	2e	My workgroup considers customer needs when planning our work	92%	-

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	54%	+18%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	57%	+9%
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	57%	+6%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	59%	+13%
Action on survey results	9	I am confident my organisation will act on the results of this survey	59%	+5%

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
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	79%	+24%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	77%	+24%
Learning and development	7e	My organisation is committed to developing its employees	78%	+23%
Recruitment	7f	I have confidence in the way recruitment decisions are made	68%	+19%
Teamwork and collaboration	2b	There is good team spirit in my workgroup	90%	+19%

- Least improved questions

			2021 % favourable	difference from 2020
Communication and change management	5c	My manager communicates effectively with me	73%	-3%
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	76%	-2%
Recruitment	7g	My organisation generally selects capable people to do the job	70%	-1%
Employee voice	5d	My manager encourages and values employee input	73%	0%
Employee engagement	7n	My organisation inspires me to do the best in my job	62%	0%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Key drivers

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

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

Topic		Key driver questions	2021 % favourable	Action
Recruitment	7g	My organisation generally selects capable people to do the job	70%	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	76%	Maintain
Recruitment	7f	I have confidence in the way recruitment decisions are made	68%	Improve
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	69%	Maintain
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	Maintain
Role clarity and support	1b	I get the support I need to do my job well	74%	Maintain

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
Employee engagement (total score)*				73	+9	+6	+2
7j	I would recommend my organisation as a great place to work	70	14 16	70%	+10%	+4%	-1%
7k	I am proud to tell others I work for my organisation	84	14	84%	+17%	+10%	+2%
7l	I feel a strong personal attachment to my organisation	65	16 19	65%	+18%	0%	-4%
7m	My organisation motivates me to help it achieve its goals	73	8 19	73%	+15%	+13%	+5%
7n	My organisation inspires me to do the best in my job	62	22 16	62%	0%	+2%	-6%

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

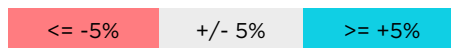
Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Intention to stay 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	r	-	-	-
1 year to less than 2 years	r	-	-	-
2 years to less than 5 years	32%	+16%	+12%	+2%
5 years to less than 10 years	r	-	-	-
10 years to less than 20 years	r	-	-	-
More than 20 years	r	-	-	-



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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job satisfaction (total score)				70%	+9%	0%	-3%
1g	My job gives me a feeling of personal accomplishment	72	10 18	72%	+16%	-4%	-6%
1h	I feel motivated to contribute more than what is normally required at work	72	8 21	72%	+5%	+1%	-4%
1i	I am satisfied with my job	72	8 21	72%	+7%	+1%	-2%
1n	I find my life at work fulfilling	64	18 18	64%	+6%	+4%	+1%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				72%	+6%	+3%	-1%
1j	I can keep my work stress at an acceptable level	69	8 23	69%	+7%	+8%	+1%
1m	In general, my sense of wellbeing is...	62	31 8	62%	+6%	-2%	-5%
8d	There are people at work who care about me	86	11	86%	+4%	+3%	0%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Customer service (total score)				85%	+14%	+12%	+9%
1k	I am empowered to make the decisions needed to help customers and/or communities	69	18 13	69%	-	-1%	-2%
2d	People in my workgroup can explain how their work impacts customers	95		95%	-	+13%	+9%
2e	My workgroup considers customer needs when planning our work	92		92%	-	+9%	+5%
6d	Senior managers communicate the importance of customers in our work	81	11 8	81%	+12%	+11%	+7%
7h	The processes in my organisation are designed to support the best experience for customers	78	14 8	78%	+14%	+18%	+17%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	95		95%	+15%	+25%	+20%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
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Role clarity and support

Purpose and direction

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Role clarity and support (total score)				78%	+15%	+11%	+9%
1a	I understand what is expected of me to do well in my job	82	10 8	82%	+15%	-3%	0%
1b	I get the support I need to do my job well	74	13 13	74%	+14%	+8%	+3%
1c	I have the tools and technology to do my job well	92	8	92%	+6%	+21%	+15%
1d	I have the time to do my job well	69	10 21	69%	+18%	+13%	+4%
3e	My performance is assessed against clear criteria	72	21 8	72%	+14%	+14%	+14%
3f	I have received the training and development I need to do my job well	79	15	79%	+24%	+15%	+18%

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

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Job purpose and enrichment

Purpose and direction

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				84%	-	+12%	+6%
1e	My job gives me opportunities to use a variety of skills	90	8	90%	-	+9%	+8%
1f	I have a choice in deciding how I carry out day to day work tasks	85	8 8	85%	-	+11%	-1%
3d	In the last 12 months, I have received feedback to help me improve my work	82	13	82%	+6%	+17%	+13%
5j	My manager communicates how my role contributes to my organisation's purpose	78	16	78%	-	+11%	+3%

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

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Risk and innovation

Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Risk and innovation (total score)				78%	+6%	+3%	-1%
1l	I am comfortable notifying my manager if I become aware of any risks at work	82	10 8	82%	+6%	-5%	-10%
5a	My manager encourages people in my workgroup to keep improving the work they do	76	14 11	76%	-2%	0%	-5%
5h	My manager encourages me to learn from my mistakes	76	16 8	76%	+2%	+3%	0%
7a	My organisation is making improvements to meet future challenges	78	16	78%	+18%	+16%	+9%

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Health and safety (total score)				80%	-	+7%	+1%
7p	I am confident work health and safety issues I raise will be addressed promptly	89	11	89%	-	+13%	+8%
7q	There are effective resources in my organisation to support employee wellbeing	70	24	70%	-	0%	-6%

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

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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	65	16 19	65%	+17%	+19%	+17%

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
Inclusion and diversity (total score)			82%	+9%	+8%	+2%
2c	People in my workgroup treat each other with respect	92	92%	+8%	+11%	+3%
6g	Senior managers support the career advancement of women	84	84%	+10%	+21%	+13%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81	81%	+8%	+2%	-2%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	92	92%	+14%	+12%	+9%
8c	I can speak up and share a different view to others in my organisation	67	67%	+11%	-3%	-8%
8e	I feel that I belong in my organisation	73	73%	-	+2%	-2%

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

r = below privacy cut-off

Teamwork and collaboration

Work environment

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

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)			81%	+12%	+14%	+8%
2a	My workgroup works collaboratively to achieve its goals	85 10	85%	0%	+5%	-1%
2b	There is good team spirit in my workgroup	90	90%	+19%	+14%	+6%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78 8 14	78%	+12%	+22%	+14%
7c	There is good co-operation between teams across my organisation	72 14 14	72%	+17%	+16%	+11%

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)				77%	+11%	+11%	-9%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	76	14 11	76%	+9%	+11%	-9%
8h	My manager supports flexible working in my team	78	11 11	78%	+14%	+10%	-9%

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	86%	+9%	+43%	+13%
Working more hours over fewer days	r	-	-	-
Working additional hours to make up for time off	r	-	-	-
Flexible scheduling for rostered workers	r	-	-	-
Part-time work	r	-	-	-
Job sharing	r	-	-	-
Working from different locations	r	-	-	-
Working from home	89%	+5%	+30%	+1%
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
Recruitment (total score)				69%	+9%	+21%	+11%
7f	I have confidence in the way recruitment decisions are made	68	14 19	68%	+19%	+26%	+18%
7g	My organisation generally selects capable people to do the job	70	22 8	70%	-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
Learning and development (total score)				78%	+23%	+21%	+24%
3f	I have received the training and development I need to do my job well	79	15	79%	+24%	+15%	+18%
3g	I am satisfied with the opportunities available for career development in my organisation	77	15 8	77%	+24%	+26%	+32%
7e	My organisation is committed to developing its employees	78	11 11	78%	+23%	+23%	+21%

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	28%	-3%	-10%	-8%
No	72%	+3%	+10%	+8%

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

Lack of visible opportunities	r	-	-	-
Lack of promotion opportunities	r	-	-	-
Lack of support from my manager / supervisor	r	-	-	-
Geographic location considerations	r	-	-	-
Personal / family considerations	r	-	-	-
Insufficient training and development	r	-	-	-
Lack of required capabilities or experience	r	-	-	-
Lack of support for temporary assignments / secondments	r	-	-	-
The application / recruitment process is too cumbersome or time consuming	r	-	-	-
Other	r	-	-	-
There are no major barriers to my career progression	50%	+9%	+21%	+19%

<= -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	89	89%	+16%	+31%	+17%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recognition (total score)				77%	-	+14%	+5%
5g	My manager provides recognition for the work I do	78	11 11	78%	+5%	+6%	-3%
7o	I receive adequate recognition for my contributions from my organisation	76	19	76%	-	+23%	+13%

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

r = below privacy cut-off

Feedback and performance management

Enabling practices

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Feedback and performance management (total score)				72%	+8%	+11%	+9%
3d	In the last 12 months, I have received feedback to help me improve my work	82	13	82%	+6%	+17%	+13%
3e	My performance is assessed against clear criteria	72	21 8	72%	+14%	+14%	+14%
5h	My manager encourages me to learn from my mistakes	76	16 8	76%	+2%	+3%	0%
5i	My manager appropriately deals with employees who perform poorly	57	30 14	57%	+9%	+7%	+8%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			74%	+14%	+1%	+6%
3b	I have informal feedback conversations with my manager			79%	-3%	-1%	-6%
3c	I have scheduled feedback conversations with my manager			59%	-8%	-6%	-11%

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
Senior managers (total score)				70%	+11%	+11%	+5%
6a	Senior managers provide clear direction for the future of the organisation	57	27 16	57%	+6%	+2%	-2%
6b	Senior managers model the values of my organisation	68	14 19	68%	+14%	+9%	+3%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78	8 14	78%	+12%	+22%	+14%
6d	Senior managers communicate the importance of customers in our work	81	11 8	81%	+12%	+11%	+7%
6e	Senior managers keep employees informed about what's going on	59	14 27	59%	+13%	+1%	-6%
6f	Senior managers listen to employees	62	16 22	62%	+11%	+13%	+5%
6g	Senior managers support the career advancement of women	84	11	84%	+10%	+21%	+13%

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)				76%	+8%	+14%	+7%
5f	I have confidence in the decisions my manager makes	76	11 14	76%	+2%	+3%	-4%
7d	People in my organisation take responsibility for their own actions	76	11 14	76%	+14%	+26%	+18%

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)				61%	+8%	+3%	-1%
5c	My manager communicates effectively with me	73	22	73%	-3%	-2%	-7%
6a	Senior managers provide clear direction for the future of the organisation	57	27	57%	+6%	+2%	-2%
6e	Senior managers keep employees informed about what's going on	59	14	59%	+13%	+1%	-6%
7b	Change is managed well in my organisation	54	11	54%	+18%	+11%	+13%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee voice (total score)				70%	+6%	+1%	-7%
5b	My manager listens to what I have to say	78	8 14	78%	+3%	0%	-9%
5d	My manager encourages and values employee input	73	11 16	73%	0%	-3%	-12%
5e	My manager involves my workgroup in decisions about our work	70	14 16	70%	+4%	-1%	-9%
6f	Senior managers listen to employees	62	16 22	62%	+11%	+13%	+5%
8c	I can speak up and share a different view to others in my organisation	67	11 22	67%	+11%	-3%	-8%

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	59	19	22	59%	+5%	+12%	+1%

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	r	-	-	-
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	91	91%	+16%	+3%
I feel a sense of belonging in my immediate team	80	80%	0%	-5%
I have been able to meet my work commitments and family responsibilities while working remotely	77	77%	+1%	-4%

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		31%	-5%	-11%
No		20%	+10%	+8%
It's about the same		49%	+2%	+10%
N/A		0%	-7%	-8%
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		79%	+4%	+3%
No		3%	-	-2%
Don't know		6%	-9%	-4%
N/A		12%	+2%	+3%
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		74%	+21%	+25%
It has reduced because many of our tasks have changed		3%	-	-6%
It has remained about the same		15%	-20%	-12%
It has remained about the same but what we are working on has changed		9%	-4%	-7%









<= -5%

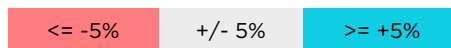
+/- 5%

>= +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		3%	0%	+2%
1		0%	-	0%
2		0%	-3%	-1%
3		3%	-	+1%
4		3%	0%	+1%
5		0%	-10%	-7%
6		11%	+9%	+2%
7		9%	-19%	-15%
8		26%	+3%	-4%
9		20%	+5%	+5%
10 - Completely satisfactory		26%	+11%	+15%



r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

This page cannot be shown due to privacy reasons.

This is a snapshot of survey takers.

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

Selected key topic results by child unit

This page cannot be shown due to privacy reasons.

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

This page cannot be shown due to privacy reasons.

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.

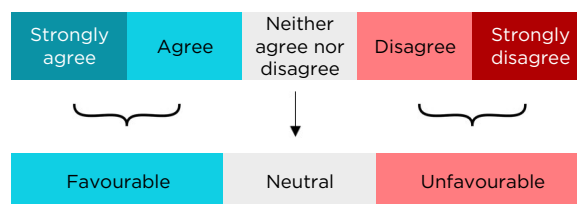


Privacy

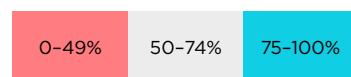
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

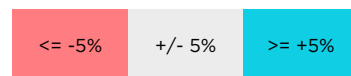


% favourable scores are colour coded based on these ranges:



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.				