



## 2021 | NSW Public Sector Employee Survey

### Agency Report

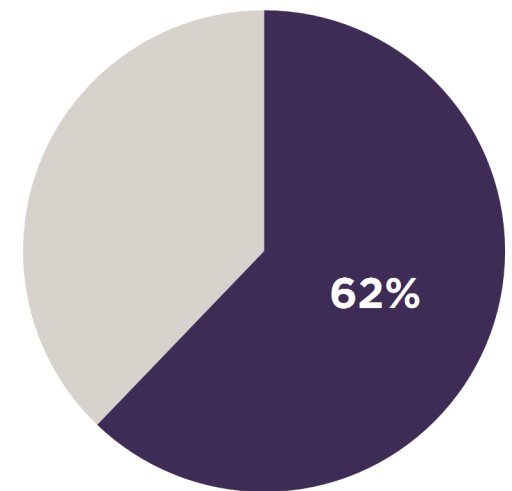
### SARA / SLM

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

**Completed surveys:** 291

**Response rate:** 62%

### Response rate:



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

### NSW public sector

- Premier and Cabinet
  - SARA / SLM

<b>High level results.....</b>	<b>4</b>
<b>Results by topic.....</b>	<b>8</b>
<b>Results by child unit and demographic group.....</b>	<b>38</b>
<b>Additional information about the survey.....</b>	<b>46</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

Customer service	2e	My workgroup considers customer needs when planning our work	91%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	89%
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	87%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	86%
Customer service	2d	People in my workgroup can explain how their work impacts customers	85%

## - Questions with the lowest favourable scores

2021  
% favourable

Communication and change management	7b	Change is managed well in my organisation	37%
Recruitment	7f	I have confidence in the way recruitment decisions are made	46%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	47%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	47%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	48%

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>60%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>59%</b>	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	<b>60%</b>	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	<b>67%</b>	Improve
Senior managers	6b	Senior managers model the values of my organisation	<b>64%</b>	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	<b>50%</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 Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>70</b>	<b>+3</b>	<b>-1</b>
7j	I would recommend my organisation as a great place to work	71	18 11	71%	+4%	0%
7k	I am proud to tell others I work for my organisation	79	15	79%	+5%	-3%
7l	I feel a strong personal attachment to my organisation	69	21 10	69%	+4%	0%
7m	My organisation motivates me to help it achieve its goals	62	26 12	62%	+2%	-6%
7n	My organisation inspires me to do the best in my job	67	23 10	67%	+7%	-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

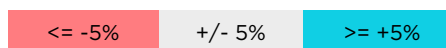
# Intention to stay

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 Sector	difference from Cluster
Less than 1 year		7%	0%	-5%
1 year to less than 2 years		9%	0%	-6%
2 years to less than 5 years		25%	+4%	-6%
5 years to less than 10 years		30%	+5%	+5%
10 years to less than 20 years		21%	-2%	+9%
More than 20 years		8%	-7%	+3%



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 Sector	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>69%</b>	-1%	-4%
1g	My job gives me a feeling of personal accomplishment	76	13 11	<b>76%</b>	+1%	-2%
1h	I feel motivated to contribute more than what is normally required at work	71	17 11	<b>71%</b>	0%	-4%
1i	I am satisfied with my job	69	18 13	<b>69%</b>	-2%	-4%
1n	I find my life at work fulfilling	59	32 9	<b>59%</b>	-1%	-5%

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 Sector	difference from Cluster
Wellbeing (total score)				70%	+1%	-4%
1j	I can keep my work stress at an acceptable level	65	19 16	65%	+4%	-3%
1m	In general, my sense of wellbeing is...	62	31 7	62%	-1%	-4%
8d	There are people at work who care about me	83	15	83%	0%	-3%

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 Sector	difference from Cluster
<b>Customer service (total score)</b>				<b>76%</b>	+4%	+1%
1k	I am empowered to make the decisions needed to help customers and/or communities	74	17 9	74%	+4%	+3%
2d	People in my workgroup can explain how their work impacts customers	85	13	85%	+3%	-1%
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	73	17 10	73%	+3%	-1%
7h	The processes in my organisation are designed to support the best experience for customers	61	26 13	61%	0%	0%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	73	22	73%	+3%	-1%

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 Sector	difference from Cluster
<b>Role clarity and support (total score)</b>				<b>69%</b>	<b>+2%</b>	<b>0%</b>
1a	I understand what is expected of me to do well in my job	82	13	<b>82%</b>	-3%	0%
1b	I get the support I need to do my job well	71	18	<b>71%</b>	<b>+5%</b>	-1%
1c	I have the tools and technology to do my job well	71	17	<b>71%</b>	0%	<b>-6%</b>
1d	I have the time to do my job well	63	18	<b>63%</b>	<b>+7%</b>	-1%
3e	My performance is assessed against clear criteria	62	27	<b>62%</b>	<b>+5%</b>	<b>+5%</b>
3f	I have received the training and development I need to do my job well	64	21	<b>64%</b>	-1%	<b>+2%</b>

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 Sector	difference from Cluster
<b>Job purpose and enrichment (total score)</b>				<b>75%</b>	<b>+3%</b>	<b>-3%</b>
1e	My job gives me opportunities to use a variety of skills	76	14 10	76%	-5%	-6%
1f	I have a choice in deciding how I carry out day to day work tasks	78	13 8	78%	+5%	-7%
3d	In the last 12 months, I have received feedback to help me improve my work	71	19 11	71%	+6%	+2%
5j	My manager communicates how my role contributes to my organisation's purpose	75	18 8	75%	+7%	0%

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 Sector	difference from Cluster
<b>Risk and innovation (total score)</b>				<b>78%</b>	+3%	-2%
1l	I am comfortable notifying my manager if I become aware of any risks at work	89	7	89%	+2%	-2%
5a	My manager encourages people in my workgroup to keep improving the work they do	81	12	81%	+5%	+1%
5h	My manager encourages me to learn from my mistakes	73	23	73%	0%	-3%
7a	My organisation is making improvements to meet future challenges	67	24	67%	+5%	-2%

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 Sector	difference from Cluster
Health and safety (total score)				78%	+5%	-1%
7p	I am confident work health and safety issues I raise will be addressed promptly	81	13	81%	+5%	0%
7q	There are effective resources in my organisation to support employee wellbeing	74	19	74%	+4%	-2%

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 Sector	difference from Cluster	
10	I have confidence in the ways my organisation handles grievances	47	39	14	47%	+1%	-1%

\*See p.34 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 Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>77%</b>	<b>+3%</b>	<b>-2%</b>
2c	People in my workgroup treat each other with respect	86	10	<b>86%</b>	<b>+5%</b>	<b>-3%</b>
6g	Senior managers support the career advancement of women	65	30	<b>65%</b>	<b>+2%</b>	<b>-6%</b>
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84	11	<b>84%</b>	<b>+4%</b>	<b>0%</b>
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	82	13	<b>82%</b>	<b>+1%</b>	<b>-1%</b>
8c	I can speak up and share a different view to others in my organisation	70	21	<b>70%</b>	<b>+1%</b>	<b>-4%</b>
8e	I feel that I belong in my organisation	77	14	<b>77%</b>	<b>+6%</b>	<b>+2%</b>

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 Sector	difference from Cluster
<b>Teamwork and collaboration (total score)</b>				<b>71%</b>	<b>+3%</b>	<b>-3%</b>
2a	My workgroup works collaboratively to achieve its goals	87	7	87%	+7%	+1%
2b	There is good team spirit in my workgroup	82	11	82%	+6%	-2%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	29	59%	+3%	-5%
7c	There is good co-operation between teams across my organisation	54	25	54%	-3%	-7%

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 Sector	difference from Cluster
<b>Flexible working (total score)</b>				<b>77%</b>	<b>+10%</b>	<b>-9%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	74	16 9	74%	+10%	-10%
8h	My manager supports flexible working in my team	79	14 7	79%	+11%	-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 Sector	difference from Cluster
Flexible start and finish times		70%	+26%	-3%
Working more hours over fewer days		11%	+1%	-5%
Working additional hours to make up for time off		30%	+13%	+4%
Flexible scheduling for rostered workers		10%	+3%	+4%
Part-time work		14%	+3%	+2%
Job sharing		r	-	-
Working from different locations		28%	+11%	+4%
Working from home		74%	+15%	-14%
Purchasing annual leave		r	-	-
Leave without pay		4%	-2%	-1%
Study leave		r	-	-
Other		r	-	-
None of the above		8%	-13%	+3%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from Sector	difference from Cluster
Recruitment (total score)				54%	+6%	-4%
7f	I have confidence in the way recruitment decisions are made	46	32 22	46%	+4%	-3%
7g	My organisation generally selects capable people to do the job	62	26 11	62%	+7%	-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 Sector	difference from Cluster
<b>Learning and development (total score)</b>				<b>57%</b>	0%	+3%
3f	I have received the training and development I need to do my job well	64	21 15	64%	-1%	+2%
3g	I am satisfied with the opportunities available for career development in my organisation	48	26 27	48%	-3%	+3%
7e	My organisation is committed to developing its employees	60	27 12	60%	+5%	+3%

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

r = below privacy cut-off



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

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

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












2021  
% respondents

difference from  
Sector

difference from  
Cluster

Yes	40%	+2%	+3%
No	60%	-2%	-3%

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

Lack of visible opportunities		32%	+4%	-2%
Lack of promotion opportunities		35%	+7%	-1%
Lack of support from my manager / supervisor		8%	-3%	-1%
Geographic location considerations		15%	-8%	+2%
Personal / family considerations		27%	-2%	+6%
Insufficient training and development		17%	+3%	+5%
Lack of required capabilities or experience		13%	+1%	+1%
Lack of support for temporary assignments / secondments		11%	-3%	-2%
The application / recruitment process is too cumbersome or time consuming		19%	-2%	+3%
Other		8%	-1%	-1%
There are no major barriers to my career progression		27%	-1%	-4%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from Sector	difference from Cluster	
4	I am paid fairly for the work I do	64	16	19	64%	+6%	-8%

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 Sector	difference from Cluster
<b>Recognition (total score)</b>				<b>69%</b>	<b>+6%</b>	<b>-4%</b>
5g	My manager provides recognition for the work I do	78	15 7	<b>78%</b>	<b>+5%</b>	<b>-4%</b>
7o	I receive adequate recognition for my contributions from my organisation	59	25 16	<b>59%</b>	<b>+7%</b>	<b>-3%</b>

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 Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>					<b>63%</b>	<b>+2%</b>	<b>0%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	71	19	11	71%	+6%	+2%
3e	My performance is assessed against clear criteria	62	27	11	62%	+5%	+5%
5h	My manager encourages me to learn from my mistakes	73	23		73%	0%	-3%
5i	My manager appropriately deals with employees who perform poorly	47	42	11	47%	-2%	-2%

					2021 % respondents	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				83%	+9%	+14%
3b	I have informal feedback conversations with my manager				86%	+5%	0%
3c	I have scheduled feedback conversations with my manager				74%	+9%	+4%

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 Sector	difference from Cluster
<b>Senior managers (total score)</b>				<b>66%</b>	<b>+7%</b>	<b>+1%</b>
6a	Senior managers provide clear direction for the future of the organisation	62	22 16	62%	+7%	+3%
6b	Senior managers model the values of my organisation	64	24 12	64%	+5%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	29 12	59%	+3%	-5%
6d	Senior managers communicate the importance of customers in our work	73	17 10	73%	+3%	-1%
6e	Senior managers keep employees informed about what's going on	80	13 7	80%	+21%	+15%
6f	Senior managers listen to employees	60	22 18	60%	+11%	+3%
6g	Senior managers support the career advancement of women	65	30	65%	+2%	-6%

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 Sector	difference from Cluster
Decision making and accountability (total score)				64%	+2%	-5%
5f	I have confidence in the decisions my manager makes	76	17 7	76%	+3%	-4%
7d	People in my organisation take responsibility for their own actions	50	36 14	50%	+1%	-7%

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 Sector	difference from Cluster
Communication and change management (total score)				65%	+7%	+3%
5c	My manager communicates effectively with me	79	13 9	79%	+3%	-2%
6a	Senior managers provide clear direction for the future of the organisation	62	22 16	62%	+7%	+3%
6e	Senior managers keep employees informed about what's going on	80	13 7	80%	+21%	+15%
7b	Change is managed well in my organisation	37	34 29	37%	-5%	-4%

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

r = below privacy cut-off

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

				2021 % favourable	difference from Sector	difference from Cluster
<b>Employee voice (total score)</b>				<b>75%</b>	<b>+6%</b>	<b>-2%</b>
5b	My manager listens to what I have to say	85	10	85%	+6%	-3%
5d	My manager encourages and values employee input	82	12	82%	+5%	-3%
5e	My manager involves my workgroup in decisions about our work	79	14	79%	+7%	-1%
6f	Senior managers listen to employees	60	22	60%	+11%	+3%
8c	I can speak up and share a different view to others in my organisation	70	21	70%	+1%	-4%

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 Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	67	19 14	67%	+20%	+9%

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 Sector	difference from Cluster
been aware of any misconduct in your organisation		7%	-8%	-1%
witnessed bullying		13%	-8%	-3%
experienced bullying		7%	-7%	-2%
witnessed sexual harassment		r	-	-
experienced sexual harassment		r	-	-
experienced threats or physical harm		r	-	-
experienced discrimination		6%	-4%	-1%
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 Cluster
My direct manager actively supports a diverse and inclusive work environment	86	10	86%	-2%
I feel a sense of belonging in my immediate team	83	11	83%	-2%
I have been able to meet my work commitments and family responsibilities while working remotely	77	16	77%	-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  
Cluster

Yes		26%	-16%
No		16%	+4%
It's about the same		47%	+8%
N/A		11%	+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		81%	+4%
No		4%	-1%
Don't know		10%	0%
N/A		5%	-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		45%	-3%
It has reduced because many of our tasks have changed		12%	+3%
It has remained about the same		26%	0%
It has remained about the same but what we are working on has changed		16%	0%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

# Premier and Cabinet questions

In general my sense of resilience is ...

2021  
% respondents

difference from  
Cluster

0 - Not at all satisfactory		0%	0%
1		0%	0%
2		1%	0%
3		1%	-1%
4		2%	0%
5	■	8%	+1%
6	■	11%	+2%
7	■	27%	+4%
8	■	32%	+2%
9	■	9%	-6%
10 - Completely satisfactory	■	8%	-3%

<= -5%

+/- 5%

>= +5%

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	32	Yes	8	Service delivery involving direct contact with the public	25
Female	58	No	83	Other service delivery work	20
Non-binary	r	Prefer not to say	10	Administrative support	7
Prefer not to say	10			Corporate services	11
		<b>Employment status</b>		Policy	r
<b>Age</b>		Senior executive	r	Research	r
15-34 years	20	Ongoing / permanent	70	Program and project management support	9
35-54 years	46	Temporary	13	Legal	r
55+ years	18	Casual	r	Other	26
Prefer not to say	16	Contract-non-executive	9		
		Labour hire	r		
<b>LOTE spoken at home</b>		Other	r	<b>Organisation tenure</b>	
Yes	19	Don't know	4	Less than 1 year	11
No	74			1 year to less than 2 years	7
Prefer not to say	7	<b>Working arrangement</b>		2 years to less than 5 years	23
		Full-time	78	5 years to less than 10 years	26
<b>Aboriginal and/or Torres Strait Islander</b>		Part-time	22	10 years to less than 20 years	23
Yes	r			More than 20 years	10
No	90				
Prefer not to say	7			<b>Salary</b>	
				\$85,743 and below	47
<b>Disability</b>				\$85,744 - \$111,076	25
Yes	5			\$111,077 - \$148,577	7
No	87			\$148,578 and above	5
Prefer not to say	8			Prefer not to say	16

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	State Archives and Records Authority	Sydney Living Museums
Employee engagement	70	69	71
Wellbeing	70%	68%	72%
Role clarity and support	69%	69%	69%
Inclusion and diversity	77%	74%	80%
Teamwork and collaboration	71%	72%	70%
Learning and development	57%	61%	54%
Senior managers	66%	67%	66%
Communication and change management	65%	67%	63%
Employee voice	75%	72%	78%



At least 5 percentage points lower than report unit



Within 5 percentage points of the report unit



At least 5 percentage points higher than report unit



## 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	70	69	73	r	r	68	67	72	71	72	71
Wellbeing	70%	71%	75%	r	r	64%	73%	80%	82%	73%	68%
Role clarity and support	69%	69%	74%	r	r	71%	78%	75%	78%	71%	71%
Inclusion and diversity	77%	81%	79%	r	r	74%	83%	78%	84%	80%	75%
Teamwork and collaboration	71%	70%	73%	r	r	73%	70%	78%	75%	72%	71%
Learning and development	57%	58%	61%	r	r	56%	62%	64%	60%	59%	62%
Senior managers	66%	67%	69%	r	r	62%	72%	70%	68%	67%	74%
Communication and change management	65%	65%	68%	r	r	60%	70%	71%	68%	67%	67%
Employee voice	75%	76%	79%	r	r	71%	81%	75%	84%	78%	72%

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	70	69	72	r	72	r	r	69	r	68
Wellbeing	70%	75%	78%	r	73%	r	r	56%	r	66%
Role clarity and support	69%	73%	67%	r	67%	r	r	63%	r	67%
Inclusion and diversity	77%	74%	80%	r	79%	r	r	85%	r	74%
Teamwork and collaboration	71%	70%	70%	r	69%	r	r	72%	r	71%
Learning and development	57%	53%	61%	r	56%	r	r	59%	r	55%
Senior managers	66%	61%	68%	r	70%	r	r	73%	r	64%
Communication and change management	65%	65%	69%	r	64%	r	r	64%	r	59%
Employee voice	75%	75%	78%	r	77%	r	r	85%	r	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	70	83	71	67	68	70	75
Wellbeing	70%	83%	74%	77%	69%	65%	64%
Role clarity and support	69%	84%	72%	71%	67%	66%	68%
Inclusion and diversity	77%	90%	78%	79%	72%	79%	71%
Teamwork and collaboration	71%	80%	68%	68%	68%	72%	71%
Learning and development	57%	70%	59%	53%	49%	62%	63%
Senior managers	66%	76%	61%	67%	62%	67%	66%
Communication and change management	65%	79%	64%	65%	62%	62%	61%
Employee voice	75%	88%	80%	73%	74%	74%	71%

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	70	72	r	r	r	r	r	r	r
Wellbeing	70%	71%	r	r	r	r	r	r	r
Role clarity and support	69%	70%	r	r	r	r	r	r	r
Inclusion and diversity	77%	79%	r	r	r	r	r	r	r
Teamwork and collaboration	71%	70%	r	r	r	r	r	r	r
Learning and development	57%	55%	r	r	r	r	r	r	r
Senior managers	66%	65%	r	r	r	r	r	r	r
Communication and change management	65%	63%	r	r	r	r	r	r	r
Employee voice	75%	78%	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

## 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	70	r	r	r	r	r	r	r	r	r
Wellbeing	70%	r	r	r	r	r	r	r	r	r
Role clarity and support	69%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	77%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	71%	r	r	r	r	r	r	r	r	r
Learning and development	57%	r	r	r	r	r	r	r	r	r
Senior managers	66%	r	r	r	r	r	r	r	r	r
Communication and change management	65%	r	r	r	r	r	r	r	r	r
Employee voice	75%	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**

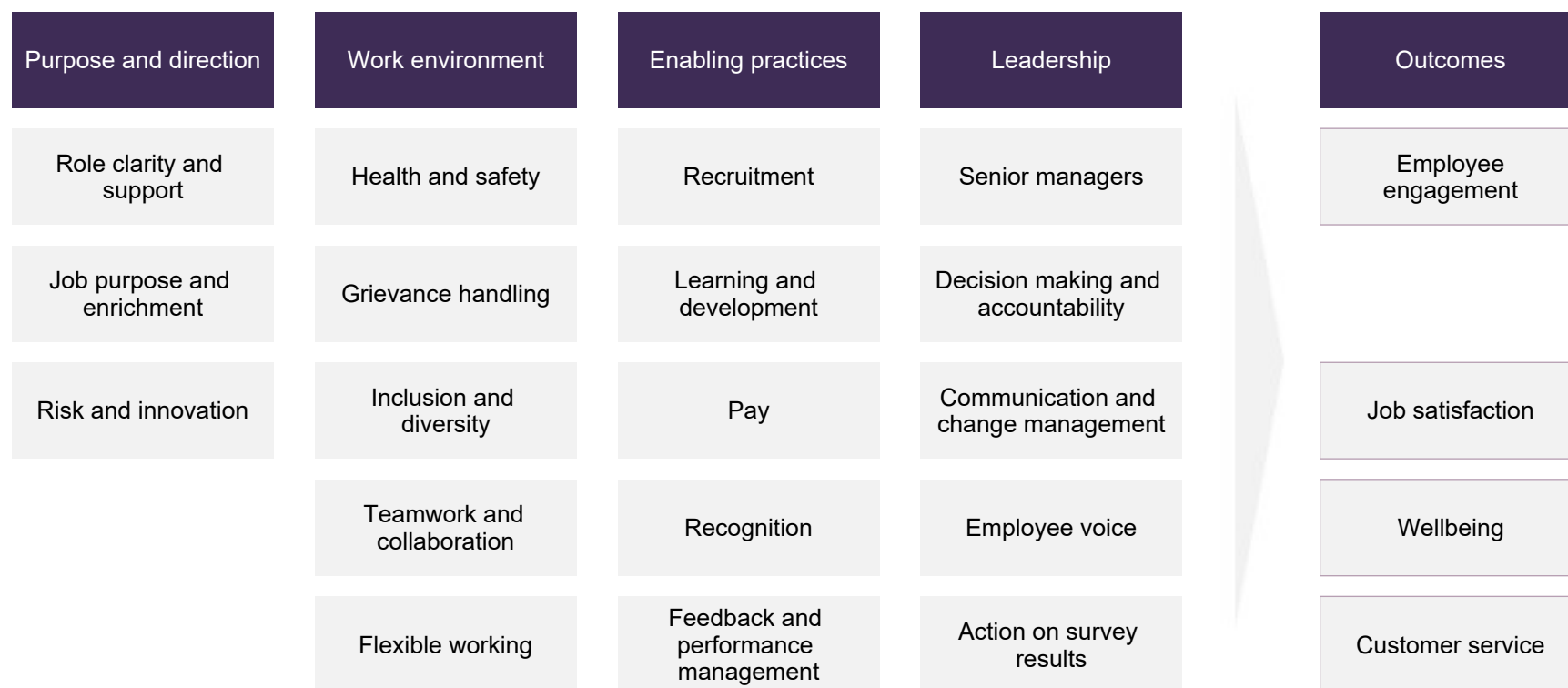
# Survey model

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.

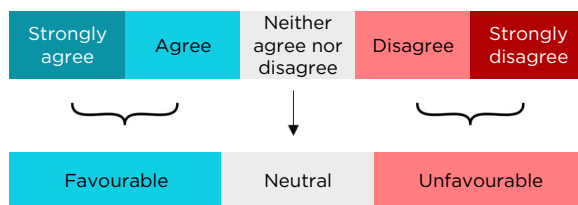


## Privacy

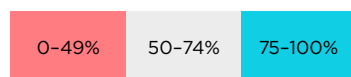
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

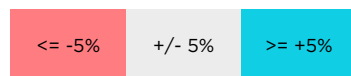


% favourable scores are colour coded based on these ranges:



## 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.				