BUDGET ESTIMATES 2022-2023
Further Supplementary Questions

Portfolio Committee No. 4 – Customer Service and Natural Resources

Fair Trading

Hearing: Tuesday 30 August 2022

Answers due by: 4.00 pm, Thursday 20 October 2022

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FAIR TRADING

Questions from the Hon Peter Primrose MLC

Audiometric Testing

1. Why did the Deputy Secretary say that there had been a cost-benefit analysis for the audiometric testing exemption when answers to supplementary questions show there was no formal cost-benefit analysis?

2. What process did Safework undertake before deciding to extend the exemption for audiometric testing?

    (a) Please include any consultations or studies that were undertaken to justify this decision?

    (b) On what basis did Safework decide the testing exemption should continue in NSW even after the model laws were introduced?

3. For supplementary question 4a the question asks how many onsite inspections have occurred at PCBU's around noise risk, please clarify the answer that 75 'on site visit type actions' refer to inspector visits specifically relating to noise?

4. For supplementary question 6d asking about examination of workers compensation claims for hearing, please provide information about whether the link between the exemption and workers compensation claims has been analysed?

    (a) If so, how has it been analysed and what data has been produced to examine the link?

5. For supplementary question 5 around how Safework is regulating noise at the source, the answer points to intervention from requests for service and notifiable incidents. How many requests for service and notifiable incidents have there been around noise since 2018?

    (a) Please provide a breakdown by year.

    (b) Please provide information as to how many of these received an onsite inspection as a result of this request or notification, broken down by incident or request per year.

    (c) How many people attended these online forums "Ask an inspector about noise" and how were they advertised?

    (d) For the mid 2021 program, how many compliance visits to manufacturing workplaces were there?

ANSWER:

1. SafeWork NSW has not undertaken a formal cost benefit analysis for the audiometric testing exemption. However, a national *Report and Decision Regulation Impact Statement – Reducing regulatory burden in the model work health and safety regulations* was published in 2016 by Safe Work Australia. This Report followed extensive consultation with stakeholders. The Report included costs and benefits regarding regulation 58 - audiometric testing. SafeWork NSW is currently undertaking public consultation as to the costs and benefits to determine whether the provision should be repealed or remain. The discussion paper can be found here: https://www.haveyoursay.nsw.gov.au/audiometric-testing and consultation is open until 7 November 2022.

2. Prior to the introduction of national model work health and safety laws in NSW, there were no mandatory audiometric testing requirements.

   When the model work health and safety laws were introduced, a two-year transitional period was provided to prevent unnecessary financial burden to businesses.

   Safe Work Australia consulted nationally and released a combined Ministerial Report and Decision Regulation Impact Statement in 2016 regarding the model Work Health and Safety Regulations. At that time the review determined that audiometric testing remain in the Regulation.

   (a) See response to Question 2 above.

   (b) NSW issued an Exemption Order to provide NSW businesses enough time to prepare for the commencement of clause 58 of the WHS Regulation.

   Safe Work Australia undertook a national review of the Model Work Health and Safety Act in 2018. The Exemption Order was again renewed to allow for this review to occur.

   SafeWork NSW is currently undertaking public consultation on clause 58 (Audiometric testing) of the WHS Regulation. Consultation is open until 7 November 2022.

3. Yes, this refers to onsite inspector visits where advice was provided relating to noise.

4. SafeWork NSW has not undertaken a formal examination of workers compensation claims for hearing loss and if there are links with the exemption to the audiometric testing provision (clause 58). A stated above, SafeWork NSW is currently undertaking public consultation on the audiometric testing provision (clause 58) of the WHS Regulation.

   (a) Refer to answer to Question 4.

5. Since 2018 there have been 566 Requests for Service and 16 notifiable incidents.

   (a) SafeWork NSW Requests for Service and notifiable incidents for noise since 2018 by year:

Year Received	Requests for Service	Notifiable Incidents
2018	104	5
2019	105	0
2020	149	4
2021	131	5
2022	77	2
Total	**566**	**16**

   (b)

Year Received	Onsite inspection of requests for service conducted
2018	41
2019	30
2020	35
2021	26
2022	9
Total	**141**

Year Received	Onsite inspection of notifiable incidents conducted

2018	2
2019	0
2020	2
2021	0
2022	0
Total	**4**

   (c)   65 people attended the "Ask an Inspector about noise" online forums from November 2020 to March 2021 (during Covid lockdowns). These were advertised via LinkedIn, Facebook and SafeWork NSW events website.

   (d)   152 compliance visits were undertaken to manufacturing workplaces in the mid-2021 advisory /compliance program (Noise Management Program).

Responses to Landcom notification

6.   Why did Safework fail to answer the question posed in initial hearings on 7 September Safework where they were asked about their response to a notification from Landcom regarding safety issues on the North Ryde site about a year before Christopher Cassanidi died?

7.   Why does the answer refer to an 'inspector attending the site on 6 December 2017" when this was a Landcom inspector, whose report led to the notification referred to in estimates?

8.   What was the Safework response to the query about the safety of the site in the year before Christopher Cassanidi's death?

9.   How many onsite inspections of the site did SafeWork inspectors undertake after they received that correspondence, in the year before the fatality?

10.   How many requests for service or notifiable incidents for the site did SafeWork receive in the year before the fatality?

   (a)   What were these requests for service or notifiable incidents for?

      (i)   Please provide the dates of these requests for service or notifiable incidents.

   (b)   How did Safework respond to each of these requests or notifications?

      (ii)   Please provide the dates of these responses.

      (iii)   How many of these received an onsite inspection by Safework?

11.   Did   or any other Safework inspector undertake an onsite inspection of the site in February 2018?

   (a)   If so, what actions did Safework take in response to this inspection?

ANSWERS

6.   The question was taken on notice.

7.   The answer previously provided by SafeWork was correct. As previously advised, a SafeWork NSW Inspector did attend the site on 6 December 2017 following a Request for Service from Landcom.

8. In the year before Christopher Cassaniti's death (between 1 April 2018 and 1 April 2019) there were four incidents recorded for the entities Sydney Excavations Group and Ganellen P/L (also known as GN Residential Constructions P/L). The SafeWork NSW response to these incidents is provided in the table provided in the answer to Question 10 (a) and (b).

9. Refer to the responses to Questions 10 (a) and (b).

10. Refer to the response to Question 8 and the details in the table below.

(a) and (b):

Date / Place*	Reference number Entities	Issue	Outcome
30/7/2018	2-138186 Azzurri Concrete Group Pty Ltd and GN Residential Constructions Pty Ltd	Incident. A concreter was pouring into a column when the concrete hose connection malfunctioned, hitting him in the head.	Inspector attended site on 3 occasions. Notices issued: • 1 x Prohibition Notice to cease use of the plant • 4 x Improvement Notices (1 was cancelled) • 2 x Section 171 notices • regarding managing risks of flying objects associated with plant, maintenance of plant and to produce document/ item. All notices were complied with.
24/09/2018	2-139713 Ganellen Pty Ltd and Titan Cranes & Rigging Pty Ltd	Incident. Hammerhead crane jib collided with the dropped rope of a luffing crane. Minor damage to cranes. No injuries.	Inspector attended site on 2 occasions. Notices issued: • 2 x Improvement Notices issued to revise systems of work and the crane was shut down until full inspections were completed by independent engineers. All notices were complied with.
20/11/2018	2-141348 Ganellan Pty Ltd	Incident. Loading platform on building was being extended to relocate. Lost control of one of the props and it fell from L5 to the ground below. No injuries.	Inspector attended site. Section 171 Notice issued to produce documents. Notice was complied with.
22/1/2019	2-142794 GN Residential Constructions Pty Ltd	Incident. A bricklayer fell from the scaffold. Identified that the spreader bar had been removed.	Inspector attended site. Notices issued: • 1 x Improvement Notice regarding incomplete scaffold • 1 x Section 171 Notice to produce documents. All notices were complied with.

1/4/2019	2-145019 GN Residential Constructions Pty Ltd, Joel Barnett, Director	Fatal Incident that was the subject of a prosecution.	Inspectors attended. Notices issued: • Prohibition Notice issued • Section 171 notice to produce document/item • Section 178 notice receipt for item. SafeWork NSW immediately commenced investigation through its Investigation and Emergency Response Team.	

11.   The SafeWork NSW records do not show   attending the site (25-27 Epping Road Macquarie

Park) in February 2018. A search of this workplace address does not record any SafeWork NSW visits during

February 2018.

   (a)   Refer to the response to Question 11.

Aussie Skips incident

12.   In responses to questions on notice about Aussie Skips, it is not clear whether each request for service (which

appears to be 4) received an onsite inspection, please indicate whether each request for service received an

onsite inspection?

   (a)   What was each request for service for? Please include the date.

   (b)   What was the project visit in relation to? Please include the date.

   (c)   Please outline the date of every onsite inspection to that site?

   (d)   Please outline how the request for service was dealt with, for example through correspondence, phone

call or onsite visit?

ANSWER:

12. In the two years preceding the date of the fatality (24 May 2018) there were four Requests for Service (RFS) for Aussie Skips entities located at Strathfield South NSW. This includes one RFS made on the date of the fatality. On that date, SafeWork NSW also received a Notifiable Incident of the fatality.

The "Project Visit" referred to in the response to the Questions Taken on Notice at the Budget Estimates Hearing concerning Aussie Skips was an error.

(a)

No.	Date of RFS	Nature of each RFS
1	24 May 2018 (date of fatality)	RFS raised by a neighbour raising concern about the fatal incident at site.
2	4 May 2018	RFS raised anonymously. Safety concerns reported include: - traffic controls inadequate onto public road - traffic management onsite unsafe - asking staff from other businesses to climb on top of truck trailers to cover loads without fall protection.
3	23 April 2018	RFS raised by a subcontractor. Safety concerns reported include: - no pedestrian and traffic management – for example provided of backing a B trailer up a driveway with cars coming the other way no spotters - takes over an hour to back the trailer up this driveway - concerns about asbestos in loads delivered to site - no exclusion zones around where plant is operating - truck drivers standing on trailers while excavator is loading truck.
4	25 August 2017	RFS raised. Safety concerns reported include: - Failure to notify SafeWork NSW of an incident where an excavator tipped over at site - Report notes that the excavator was pulled back upright with another excavator and recommenced work again with excavator on the same position on top of the rubbish - Reports no workers injured.

(b)   No project visits occurred.

(c)

No.	Date of RFS	Visits related to RFS
1	24 May 2018	RFS Site Visit - 24 May 2018 Note – a notifiable incident was raised on the same date and SafeWork NSW visited in relation to that incident on 24 May 2018, 28 May 2018, 08 June 2018 and 23 July 2018
2	4 May 2018	RFS Site Visit – 24 May 2018
3	23 April 2018	RFS No site visit

| 4 | 25 August 2017 | RFS
Site Visit – 30 August 2017
Site Visit – 21 November 2017 |

(d)

No.	Date of RFS	Actions in relation to RFS
1	24 May 2018	Site Visit Note – in relation to the notifiable incident on 24 May 2018 SafeWork NSW conducted an investigation, and subsequently, brought a prosecution against the PCBU.
2	4 May 2018	Site Visit.
3	23 April 2018	Correspondence to the PCBU.
4	25 August 2017	Two Site Visits.

Ability Barge Services

13. In responses to questions on notice about Ability Barge Services, please provide clear information about whether there were any notifications for the site in the time specified?

14. For any requests for service or notifications, what were they for and when did they occur?

    (a)   Were the request for service followed up with an onsite visit?

    (b)   If so, when did this occur?

15. For the two inspections, were they both onsite inspections?

    (a)   Please indicate what the two inspections were for.

16. Please provide details of any notices given to Ability Barge services between 2019 and 2022, providing dates and types of notices.

ANSWERS

13. During the time specified there were three Requests for Service (RFS) and a workplace incident notified to SafeWork NSW.

14.

No.	Date of RFS/WI	Nature of Each RFS/ WI
1	6 December 2020	Triaged for Inspector Response. The notifier reported concerns about: • No licensed crane drivers and crane not certified • Dropping a 2-tonne hammer to break up old fibreglass boat • Exit blocked and no room to move around • Leads on ground but no test tag • Cutting fibreglass with chainsaw dust • Excessive rubbish; and • A person was pinned by a pile on the tugs.
WI	27 January 2021 (date of fatality)	Workplace Incident: This incident was triaged for Inspector Response. The first of a number of visits was conducted on 27 January 2021. A fatal incident was notified by NSW Police. Incident was notified as related to a barge mounted crane.
2	14 February 2022	In response to the RFS correspondence was sent to the PCBU outlining the safety concerns raised and requesting the PCBU review its processes and take action. No visit was conducted. The notifier reported concerns about: • Crane operators not licenced for a slew crane • Regularly operating lifting timber putting others at risk • No signage and no exclusion zones • Noted previous incidents at the site.
3	24 May 2022	This RFS was triaged for Inspector Response. A visit was conducted on 1 June 2022. The notifier reported concerns about: • Notifier was concerned about practices at site • There were four cranes in the yard and only one was working. The size of working crane is approximately 20 tonnes. Concerns were raised around cranes including lack of servicing, unlicensed operators, and age of the crane • Concern about the two boats including lack of servicing over an extended period of time, condition of boats and ropes.

(a) RFS 3 had an onsite visit.

(b) RFS 1: no onsite visit.

Workplace Incident: onsite visits on 27 January 2021, 28 January 2021, 3 February 2021, 4 February 2021, 18 February 2021, 4 March 2021, 5 March 2021.

RFS 2: no onsite visits.

RFS 3: onsite visit on 1 June 2022.

15. Yes, they were onsite inspections.

(a) Refer to the answer to Question 14.

16. During the specified period there were 32 notices issued in total. Details of Notices by date, type and reason is provided below:

Issue Date	Notice Type	Notice Type Text
28/01/2021	Improvement	General Work Health and Safety Notice-primary duty of care-PCBU - Improvement
28/01/2021	Improvement	S19 - Primary Duty of Care – Improvement
29/01/2021	Improvement	Plant - manage risks - PMC - Improvement
29/01/2021	Improvement	Falls - safe access/exit - PCBU - Improvement
29/01/2021	Improvement	Bullying - inadequate systems - Improvement
05/02/2021	Improvement	Hazardous chemicals - manage risks - PCBU - Improvement
05/02/2021	Improvement	Plant - manage risks - PMC - Improvement
05/02/2021	Improvement	Plant - maintenance/inspection - PMC - Improvement
05/02/2021	Improvement	Plant - guarding - PMC - Improvement
05/02/2021	Improvement	Falls - safe access/exit - PCBU - Improvement
05/02/2021	Improvement	General workplace management - unsafe workplace - PCBU - Improvement
05/02/2021	Improvement	Construction hazards - manage risks - PCBU - Improvement
05/02/2021	Improvement	Electrical - inspection / testing - PCBU - Improvement
05/02/2021	Improvement	Plant - guarding - PMC - Improvement
05/02/2021	Improvement	Falls - other - PCBU - Improvement
06/05/2021	Improvement	General workplace management - unsafe workplace - PCBU - Improvement
02/06/2022	Improvement	Due Diligence – knowledge of duties (s27) -Improvement
27/01/2021	Prohibition	Plant - manage risks - PMC - Prohibition
03/03/2021	S155	Provide information, documents and/or give evidence
10/03/2021	S155	Provide information, documents and/or give evidence
10/03/2021	S155	Provide information, documents and/or give evidence
25/05/2021	S155	Provide information, documents and/or give evidence
25/05/2021	S155	Provide information, documents and/or give evidence
29/06/2021	S155	Provide information, documents and/or give evidence
29/06/2021	S155	Provide information, documents and/or give evidence
03/08/2021	S155	Provide information, documents and/or give evidence
12/08/2021	S155	Provide information, documents and/or give evidence
10/10/2022	S155	Provide information, documents and/or give evidence
27/01/2021	S171	Produce documents and answers to questions
03/02/2021	S171	Provide information, documents and/or give evidence
02/06/2022	S171	Provide information, documents and/or give evidence
27/01/2021	S198	Non disturbance

Safework Inspector resignations

17. For the 26 resignations please specify how many resignations were alone and do not include retirements or transfers to other agencies.

ANSWER
17. In 2021/22 there were 26 resignations, of which seven were retirements, nine were transfers to other Government agencies, and the remaining ten were other resignations.

Safework People Matters Survey
18. Mr D'Adam asked for 5 years of People Matters Surveys for Safework, why were they not submitted?
19. Please provide information about the reporting the PMES Survey for the Department of Customer Service, including the levels of reporting for Business Units and names of those Business Units.
20. The People Matters Survey 2018 generated a report, Large Business Unit, Finance and Services, Better Regulation, Safework NSW, why was this not submitted given it separates results by regulator?
21. Given the above information from the Government that the surveys are not separated by regulator, from what date were PMES survey results no longer separated by regulator?
22. Please supply the Large Business Unit, Finance and Services, Better Regulation, Safework NSW results for 2019, 2020, 2021.
(a) If these reports are not available for Safework, please provide the results for Better Regulation for those years.
23. As requested at estimates, and in question 75-please provide all survey results for the following areas, to the closest possible survey level:
(a) Investigation and Emergency Response Directorate,
(b) Metro Operations and Strategic Interventions.

ANSWER
18. Attached are the following PMES Results from the last 5 years:
• The 2017 PMES Report **(Tab A)**
• The 2018 PMES Report **(Tab B)**
• The 2019 PMES Report **(Tab C)**
• The 2020 PMES Report for Better Regulation Division **(Tab D)**
• The 2021 PMES Report for Better Regulation Division **(Tab E)**
The 2022 PMES Report is currently being made available by the NSW Public Service Commission and can be made available to the Committee shortly.

19. The PMES asks employees about their experience and perceptions of a range of workplace issues and practices, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct.

   The Department of Customer Service (DCS) receives reports that summarises the answers of our staff. The reports only show results for groups when 10 or more people in the group have responded. Open text comments must have 30 respondents for results to be produced.

   All areas of DCS are grouped in the following way:

   Level 0: NSW Public Sector

   Level 1: Cluster - Customer Service

   Level 2: Department - Department of Customer Service

   Level 3: Division – Better Regulation

   Level 4: Branch –Executive Director level in Better Regulation Division for this years PMES was:

   - Policy and Strategy

   - Compliance and Dispute Resolution

   - Investigations and Enforcement

   - Licensing and Funds

   - Community Engagement

   - Business Operations, Performance and Assurance

   - Office of the Registrar General

   - Professional Standards

   Level 5: Business Unit – Director Level

   Level 6-9: Teams – Manager level where minimum reporting requirements are met.

   Feedback is provided to Director level and above, with work on addressing feedback focused on a workgroup level.

   Results are restricted where responses fall below minimum levels. Engagement scores are produced for teams with 10 or more responses, however a report has information restricted where responses for demographic information is below 50 in each group. Comments are not released for groups where there are less than 30 responses.

20. The 2018 Large Business Unit report for SafeWork is attached **(Tab B)**.

21. A functional realignment of the Better Regulation Division commenced in June 2019 and was finalised in April 2020. The PMES Results from 2020 onwards are aggregated at the Better Regulation Divisional level.

22. Refer to the response to Question 18 that contains the PMES reporting since 2017.

As per the response to Q21, there was a functional realignment of the Better Regulation Division completed in April 2020. Therefore for 2020 and 2021 there is no specific SafeWork report and rather the results are provided across Better Regulation Division and by functional stream.

    (a)   Refer to the response to Question 22.

23.   PMES information in respect of Investigations and Emergency Response Team is provided under the applicable heading below. There is no team within BRD titled "Metro Operations and Strategic Interventions". However, we have provided information about the Directorate of Metro Operations within the Compliance and Dispute Resolution functional stream under the applicable heading below.

<u>Investigations and Emergency Response Team</u>

The Investigations and Emergency Response team is a Directorate that sits within the Investigations and Enforcement function stream.

The 2021 survey results for Investigations and Emergency Response is attached **(Tab F)**.

<u>Metro Operations</u>

The Strategic Interventions team sits with the Directorate of Metro Operations within the Compliance and Dispute Resolution functional stream.

The 2021 survey results for Metro Operations is attached **(Tab G)**.

Psychological claims

24.   On page 24 of the hearing itself Mr D'Adam asked for 3 years data on psychological claims in Safework NSW – please provide the answer for this, including information on how many claims were submitted, accepted and rejected?

ANSWER:

24.   The response was provided by Secretary Hogan at page 60 of the hearing transcript. That is, there were 35 claims under the Safework Policy over the past three years. Of these, nine were psychological safety claims. Of those nine claims, four were in 2019-20, one in 2020-21 and four in 2021-22. Six of the of the nine claims were accepted, two were denied and one was withdrawn.

Authorised inspector numbers

25.   The clear intention of supplementary questions question 19 - 21 were for numbers of roles for authorised inspectors for Safework, Fair Trading, and Liquor and Gambling, what are the numbers?

    (a)   How many of these positions are filled?

ANSWER:

25.   In the Department of Customer Service Better Regulation Division there are:

- 370 SafeWork NSW Inspector roles with 336 of these roles filled as at 17 October 2022. 13 of the 336 Inspectors are not yet authorised; and

- 234 NSW Fair Trading Inspector and Investigator roles, with 208 of these roles filled as at 17 October 2022. This figure includes investigators (including building, property, tow truck and building certifier investigators), inspectors (including automotive), compliance officers, auditors, and technical and compliance officers.

Liquor and Gaming NSW is within the Department of Enterprise Investment and Trade. The question regarding their authorised inspector roles should be directed to the Minister for Hospitality and Racing.

(a) Refer to the answer to Question 25.

Resource Regulator

26. For question 92 which asked for referrals to the Resource Regulator how many were there in 2022?

   (a) Please provide type of matter?

   (b) How many requests for investigations the Resource Regulator were there during this period?

ANSWER:

26. There have been no referrals made by SafeWork NSW to the Resources Regulator during 2022.

   (a) Refer to the answer to Question 26.

   (b) Refer to the answer to Question 26.

PEOPLE MATTER 2017

NSW Public Sector Employee Survey

LARGE BUSINESS UNIT

Finance and Services

Department of Finance, Services and Innovation

Better Regulation

Public Service Commission

ORC INTERNATIONAL

HEADLINES

RESPONSE RATE

83%

895 OF 1,075 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

63%

DIFFERENCE FROM 2016	0
DIFFERENCE FROM PARENT*	0
DIFFERENCE FROM PUBLIC SECTOR	-2

SENIOR MANAGERS

50%

DIFFERENCE FROM 2016	+5
DIFFERENCE FROM PARENT*	-2
DIFFERENCE FROM PUBLIC SECTOR	+3

COMMUNICATION

67%

DIFFERENCE FROM 2016	+7
DIFFERENCE FROM PARENT*	+2
DIFFERENCE FROM PUBLIC SECTOR	+7

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM PARENT*	+1
DIFFERENCE FROM PUBLIC SECTOR	-2

HIGH PERFORMANCE

64%

DIFFERENCE FROM PARENT*	-1
DIFFERENCE FROM PUBLIC SECTOR	+1

PUBLIC SECTOR VALUES

65%

DIFFERENCE FROM PARENT*	0
DIFFERENCE FROM PUBLIC SECTOR	+4

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM PARENT*	0
DIFFERENCE FROM PUBLIC SECTOR	+5

QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

*Parent refers to Department of Finance, Services and Innovation

KEY DRIVERS OF ENGAGEMENT

WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

*Parent refers to Department of Finance, Services and Innovation

		AGREEMENT	% AGREEMENT 2016	AGREEMENT PARENT*	% AGREEMENT PUBLIC SECTOR
1	**Q6h.** I feel that senior managers listen to employees	**44**%	38%	46%	41%
2	**Q7f.** My organisation is committed to developing its employees	**51**%	51%	50%	50%
3	**Q6c.** I feel that senior managers model the values of my organisation	**51**%	43%	53%	48%
4	**Q6a.** I believe senior managers provide clear direction for the future of the organisation	**48**%	40%	51%	48%
5	**Q6b.** I feel that senior managers effectively lead and manage change	**42**%	37%	47%	44%
6	**Q7c.** I feel that change is managed well in my organisation	**31**%	31%	36%	39%

HIGHEST AND LOWEST QUESTIONS

	HIGHEST AGREEMENT SCORING QUESTIONS	AGREEMENT 2017
2a.	My workgroup strives to achieve customer/client satisfaction	87%
1a.	I understand what is expected of me to do well in my role	85%
2c.	I receive help and support from other members of my workgroup	85%
2e.	People in my workgroup treat each other with respect	81%
5b.	My manager listens to what I have to say	80%
4a.	I am paid fairly for the work I do	79%
5d.	My manager encourages and values employee input	79%
5a.	My manager encourages people in my workgroup to keep improving the work they do	78%
2b.	My workgroup works collaboratively to achieve its objectives	78%
5c.	My managercommunicates effectively with me	78%

	LOWEST AGREEMENT SCORING QUESTIONS	AGREEMENT 2017
7c.	I feel that change is managed well in my organisation	31%
9a.	I have confidence in the ways my organisation resolves grievances	31%
7g.	I have confidence in the way recruitment decisions are made	36%
14.	I believe action will be taken on the results from this survey by my organisation	40%
6b.	I feel that senior managers effectively lead and manage change	42%
6h.	I feel that senior managers listen to employees	44%
5h.	My manager appropriately deals with employees who perform poorly	44%
7d.	There is good co-operation between teams across our organisation	47%
6a.	I believe senior managers provide clear direction for the future of the organisation	48%
7e.	People in my organisation take responsibility for their own actions	49%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS	AGREEMENT 2017	AGREEMENT 2016
6i. Senior managers in my organisation support the career advancement of women	65%	54%
5e. My manager involves my workgroup in decisions about our work	75%	66%
3g. I am satisfied with the opportunities available for career development in my organisation	50%	41%
6g. I feel that senior managers keep employees informed about what's going on	53%	45%
6a. I believe senior managers provide clear direction for the future of the organisation	48%	40%
5c. My manager communicates effectively with me	78%	70%
6c. I feel that senior managers model the values of my organisation	51%	43%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	71%
5d. My manager encourages and values employee input	79%	72%
1e. I am satisfied with my job	65%	59%

− LEAST IMPROVED QUESTIONS	AGREEMENT 2017	AGREEMENT 2016
3f. I have received appropriate training and development to do my job well	57%	65%
7a. My organisation focuses on improving the work we do	68%	74%
9a. I have confidence in the ways my organisation resolves grievances	31%	35%
7k. I feel a strong personal attachment to my organisation	58%	62%
3e. My performance is assessed against clear criteria	54%	57%
1d. I feel motivated to contribute more than what is normally required at work	71%	74%
7l. My organisation motivates me to help it achieve its objectives	53%	55%
7i. I would recommend my organisation as a great place to work	57%	59%
7b. My organisation is making the necessary improvements to meet our future challenges	56%	58%
4a. I am paid fairly for the work I do	79%	80%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your least improved and most improved scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

BUSINESS UNIT COMPARISON

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Better Regulation

The Engagement Score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in a group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Better Regulation	Better Regulation Division Governance	Commerce Regulation Program Delivery and Customer Experience	Dispute Resolution Services (DRS)	Motor Accidents Insurance Regulation	Office of the Registrar General	Regulatory Policy	Safework NSW	Workers & Home Building Compensation Regulation
NUMBER OF RESPONDENTS	895	73	191	45	45	19	31	386	92
EMPLOYEE ENGAGEMENT	63%	53%	60%	68%	69%	79%	67%	64%	63%
ENGAGEMENT WITH WORK	69%	57%	64%	74%	79%	95%	81%	71%	68%
SENIOR MANAGERS	50%	45%	44%	60%	58%	82%	47%	48%	57%
COMMUNICATION	67%	56%	63%	74%	76%	90%	72%	65%	73%
HIGH PERFORMANCE	64%	58%	62%	71%	67%	86%	64%	63%	68%
PUBLIC SECTOR VALUES	65%	59%	61%	68%	70%	87%	68%	63%	70%
DIVERSITY & INCLUSION	73%	64%	69%	79%	76%	93%	81%	72%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT — 63% RESPONSE SCALE

	Response	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	17 / 40 / 24 / 13	57%	59%	58%	62%	60%
Q7j. I am proud to tell others I work for my organisation	22 / 41 / 24 / 8	63%	61%	62%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	18 / 40 / 25 / 11	58%	62%	55%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15 / 38 / 29 / 12	53%	55%	53%	57%	53%
Q7m. My organisation inspires me to do the best in my job	16 / 37 / 29 / 11	53%	53%	52%	57%	53%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK	69% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	25 / 47 / 15 / 10	72%	70%	70%	72%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	28 / 44 / 14 / 10	71%	74%	70%	71%	72%
Q1e. I am satisfied with my job	21 / 44 / 19 / 12	65%	59%	66%	68%	68%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

SENIOR MANAGERS

50% RESPONSE SCALE

		AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	12 / 36 / 27 / 16 / 9	48%	40%	51%	54%	48%
Q6b. I feel that senior managers effectively lead and manage change	11 / 32 / 28 / 18 / 12	42%	37%	47%	50%	44%
Q6c. I feel that senior managers model the values of my organisation	13 / 37 / 27 / 13 / 9	51%	43%	53%	55%	48%
Q6d. Senior managers encourage innovation by employees	12 / 41 / 27 / 14	53%	49%	56%	58%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14 / 43 / 28 / 10	57%	54%	55%	56%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16 / 54 / 19	71%	68%	69%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12 / 41 / 20 / 16 / 10	53%	45%	52%	53%	45%
Q6h. I feel that senior managers listen to employees	11 / 33 / 27 / 17 / 13	44%	38%	46%	47%	41%
Q7c. I feel that change is managed well in my organisation	7 / 24 / 29 / 23 / 18	31%	31%	36%	43%	39%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

COMMUNICATION	67% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	33 / 44 / 12	78%	70%	73%	74%	70%
Q5d. My manager encourages and values employee input	35 / 44 / 12	79%	72%	76%	76%	71%
Q5e. My manager involves my workgroup in decisions about our work	31 / 43 / 14	75%	66%	69%	70%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	12 / 41 / 20 / 16 / 10	53%	45%	52%	53%	45%
Q6h. I feel that senior managers listen to employees	11 / 33 / 27 / 17 / 13	44%	38%	46%	47%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23 / 50 / 14 / 8	73%	71%	73%	73%	66%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

HIGH PERFORMANCE — 64% RESPONSE SCALE

		AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	30 / 54 / 8	85%	82%	86%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	37 / 41 / 12 / 7	78%	75%	79%	80%	78%
Q3f. I have received appropriate training and development to do my job well	16 / 41 / 23 / 13	57%	65%	56%	59%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30 / 49 / 15	78%	71%	76%	77%	72%
Q5f. I have confidence in the decisions my manager makes	33 / 40 / 16	73%	68%	70%	71%	67%
Q6d. Senior managers encourage innovation by employees	12 / 41 / 27 / 14	53%	49%	56%	58%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14 / 43 / 28 / 10	57%	54%	55%	56%	51%
Q7a. My organisation focuses on improving the work we do	17 / 50 / 19 / 9	68%	74%	71%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	14 / 42 / 26 / 12	56%	58%	61%	64%	57%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE — 64% RESPONSE SCALE

						AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	10	37	27	18	8	47%	45%	47%	51%	47%
Q7h. My organisation generally selects capable people to do the job	10	42	27	15		52%	48%	54%	57%	52%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES

65% RESPONSE SCALE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction	42	46	8			87%	84%	87%	88%	85%
Q2e. People in my workgroup treat each other with respect	38	43	11			81%	77%	79%	81%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	49	15			78%	71%	76%	77%	72%
Q5b. My manager listens to what I have to say	37	44	12			80%	76%	79%	79%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	36	27	16	9	48%	40%	51%	54%	48%
Q6c. I feel that senior managers model the values of my organisation	13	37	27	13	9	51%	43%	53%	55%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	54	19			71%	68%	69%	70%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	41	20	16	10	53%	45%	52%	53%	45%
Q6h. I feel that senior managers listen to employees	11	33	27	17	13	44%	38%	46%	47%	41%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES	65% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do	17 / 50 / 19 / 9	68%	74%	71%	73%	69%
Q7e. People in my organisation take responsibility for their own actions	9 / 40 / 28 / 16 / 7	49%	45%	49%	53%	47%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION 73% RESPONSE SCALE

Question	Responses	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	20 / 45 / 18 / 13	65%	59%	66%	68%	63%
Q5b. My manager listens to what I have to say	37 / 44 / 12	80%	76%	79%	79%	75%
Q5d. My manager encourages and values employee input	35 / 44 / 12	79%	72%	76%	76%	71%
Q6i. Senior managers in my organisation support the career advancement of women	26 / 39 / 27	65%	54%	64%	66%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25 / 51 / 17	76%	76%	78%	80%	74%
Q8b. Personal background is not a barrier to success in my organisation	27 / 49 / 15	76%	-	75%	78%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23 / 50 / 14 / 8	73%	71%	73%	73%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	24 / 45 / 14 / 10	70%	70%	70%	65%	57%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	44% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	10 26 28 22 14		36%	-	37%	39%	35%
Q7h. My organisation generally selects capable people to do the job	10 42 27 15		52%	48%	54%	57%	52%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

57% RESPONSE SCALE

		AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21 / 47 / 18 / 10	68%	65%	65%	68%	63%
Q3e. My performance is assessed against clear criteria	15 / 39 / 28 / 13	54%	57%	55%	60%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15 / 35 / 22 / 17 / 11	50%	41%	46%	48%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	34 / 41 / 14	75%	71%	72%	73%	67%
Q5h. My manager appropriately deals with employees who perform poorly	17 / 27 / 36 / 13 / 7	44%	40%	46%	49%	44%
Q7f. My organisation is committed to developing its employees	11 / 40 / 28 / 14 / 7	51%	51%	50%	53%	50%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PAY	79% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q4a. I am paid fairly for the work I do	24	54	13	79%	80%	73%	71%	60%

KEY	Strongly agree	Agree	Neither	Disagree	Strongly disagree
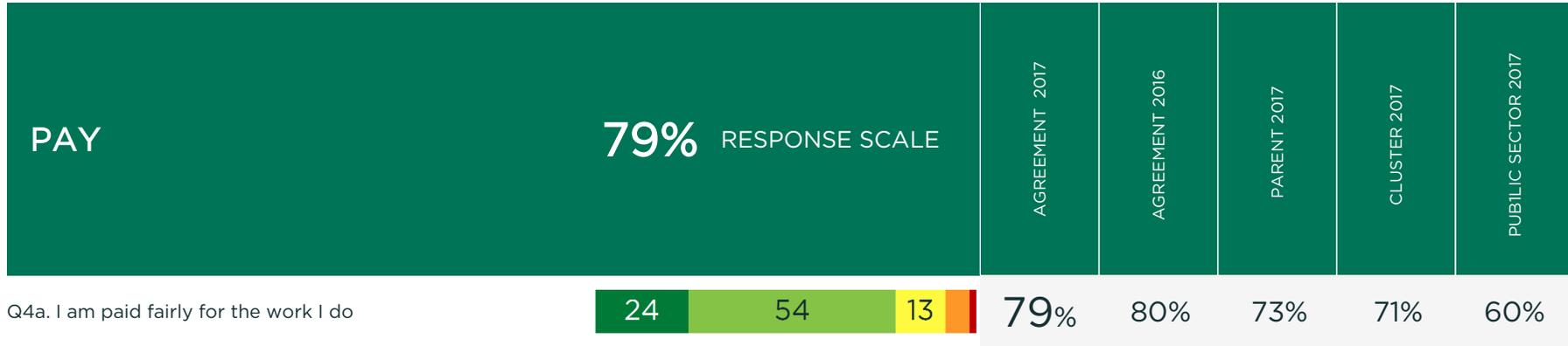
EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE SUPPORT — 71% RESPONSE SCALE

	Response	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	20 / 45 / 18 / 13	65%	59%	66%	68%	63%
Q1f. I am able to keep my work stress at an acceptable level	13 / 48 / 19 / 15	61%	61%	63%	65%	59%
Q2c. I receive help and support from other members of my workgroup	39 / 46 / 10	85%	83%	83%	85%	81%
Q2d. There is good team spirit in my workgroup	34 / 40 / 14 / 9	74%	70%	72%	74%	69%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ACTION ABOUT SURVEY RESULTS

40% RESPONSE SCALE

	AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	**33 32 18 10**	**40%**	38%	44%	45%	34%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE CONDUCT   31%   RESPONSE SCALE

		AGREEMENT 2017	AGREEMENT 2016	PARENT 2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q9a. I have confidence in the ways my organisation resolves grievances	25 41 16 12	31%	35%	38%	41%	36%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree
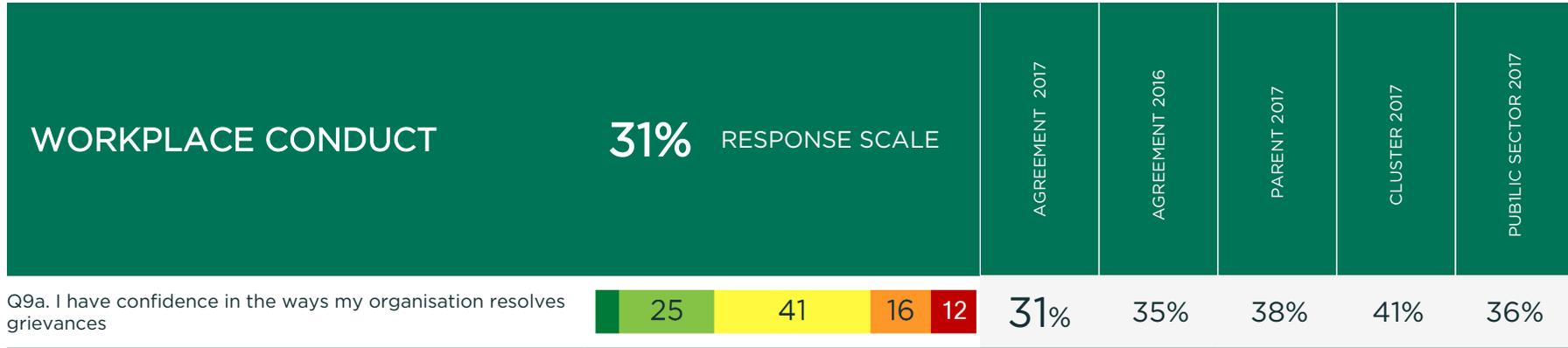
Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		83%	80%	67%
No		17%	20%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		81%	78%	75%
No		19%	22%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		76%	66%	57%
No		24%	34%	43%

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		42%	45%	41%
No		58%	55%	59%

MOBILITY

	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		30%	31%	30%
Lack of visible opportunities		29%	34%	31%
Lack of promotion opportunities		28%	33%	30%
Lack of support from my manager / supervisor		9%	12%	14%
Geographic location considerations		38%	31%	28%
Personal / family considerations		33%	28%	33%
Insufficient training and development		16%	16%	16%
Lack of required capabilities or experience		12%	12%	11%
Lack of support for temporary assignments/secondments		18%	16%	15%
The application/recruitment process is too cumbersome or time consuming		34%	26%	23%
Other		10%	10%	9%

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		16%	16%	25%
No		68%	70%	62%
Don't know		15%	14%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		62%	56%	63%
No		37%	41%	35%
Don't know		2%	3%	2%

EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		23%	25%	33%
No		66%	65%	58%
Don't know		11%	10%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		12%	12%	18%
No		82%	81%	76%
Don't know		7%	7%	6%

UNACCEPTABLE CONDUCT

	RESPONSE SCALE	2017	PARENT 2017	PUBLIC SECTOR 2017
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		21%	22%	22%
Your immediate manager/supervisor		27%	27%	24%
A fellow worker at your level		21%	24%	27%
A subordinate		10%	7%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer	(r)			
Other		15%	6%	4%
Prefer not to say		6%	14%	13%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS

	RESPONSE SCALE	2017	PARENT 2017	CLUSTER 2017
Q2. This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Secretary		3%	3%	3%
Deputy Secretary		4%	5%	4%
Executive Director		22%	22%	22%
Director		56%	50%	46%
Manager		15%	20%	25%
Q3. Are you currently working in an activity based environment?				
Yes		53%	53%	55%
No		47%	47%	45%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS	RESPONSE SCALE	2017	PARENT 2017	CLUSTER 2017
Q4. If YES how long have you been working in that environment?				
Less than 3 months		15%	14%	12%
3-6 months		19%	14%	12%
6-12 months		7%	12%	11%
More than 12 months		59%	61%	65%
Q5. If NO, how informed do you feel about the principles of activity based working?				
Not at all informed		55%	48%	51%
Somewhat informed		32%	34%	32%
Well informed		12%	16%	14%
I'm an expert		1%	2%	2%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS	RESPONSE SCALE	2017	PARENT 2017	CLUSTER 2017
Q6. With the right technology, could you do your role from another location?				
YES - full time		32%	35%	36%
YES - some of the time		52%	48%	42%
NO		9%	9%	13%
UNSURE		8%	8%	9%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS	RESPONSE SCALE	2017	PARENT 2017	CLUSTER 2017
Q7. Have you applied for an ongoing or acting opportunity at Finance and Services or elsewhere in the past twelve months?				
Yes		44%	37%	33%
No		56%	63%	67%
Q8. If YES, which best describes your most recent career development experience?				
Applied for and won an acting or ongoing role at Finance and Services		53%	48%	45%
Applied for and did not win an acting or ongoing role at Finance and Services		31%	29%	29%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector		6%	8%	8%
Applied for a position outside the NSW Public Service		2%	3%	4%
Other		10%	12%	14%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

FINANCE AND SERVICES QUESTIONS	RESPONSE SCALE	2017	PARENT 2017	CLUSTER 2017
Q9. Have you noticed senior managers taking action or doing things differently as a result of the last PMES survey?				
Yes		25%	24%	23%
No		33%	30%	30%
Not sure		43%	46%	48%

PROFILE OF RESPONDENTS

PERSONAL PROFILES

36%

61%

4%

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		36%
Female		61%
Other		4%

PROFILE OF RESPONDENTS

PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		1%
25 -29		4%
30 - 34		8%
35 - 39		13%
40 - 44		18%
45 - 49		18%
50 - 54		17%
55 - 59		12%
60 - 64		6%
65+		3%

PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		18%
No		76%
Prefer not to say		6%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		93%
Prefer not to say		5%

PERSONAL PROFILES

4%

89%

7%

4%

90%

6%

	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		89%
Prefer not to say		7%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		90%
Prefer not to say		6%
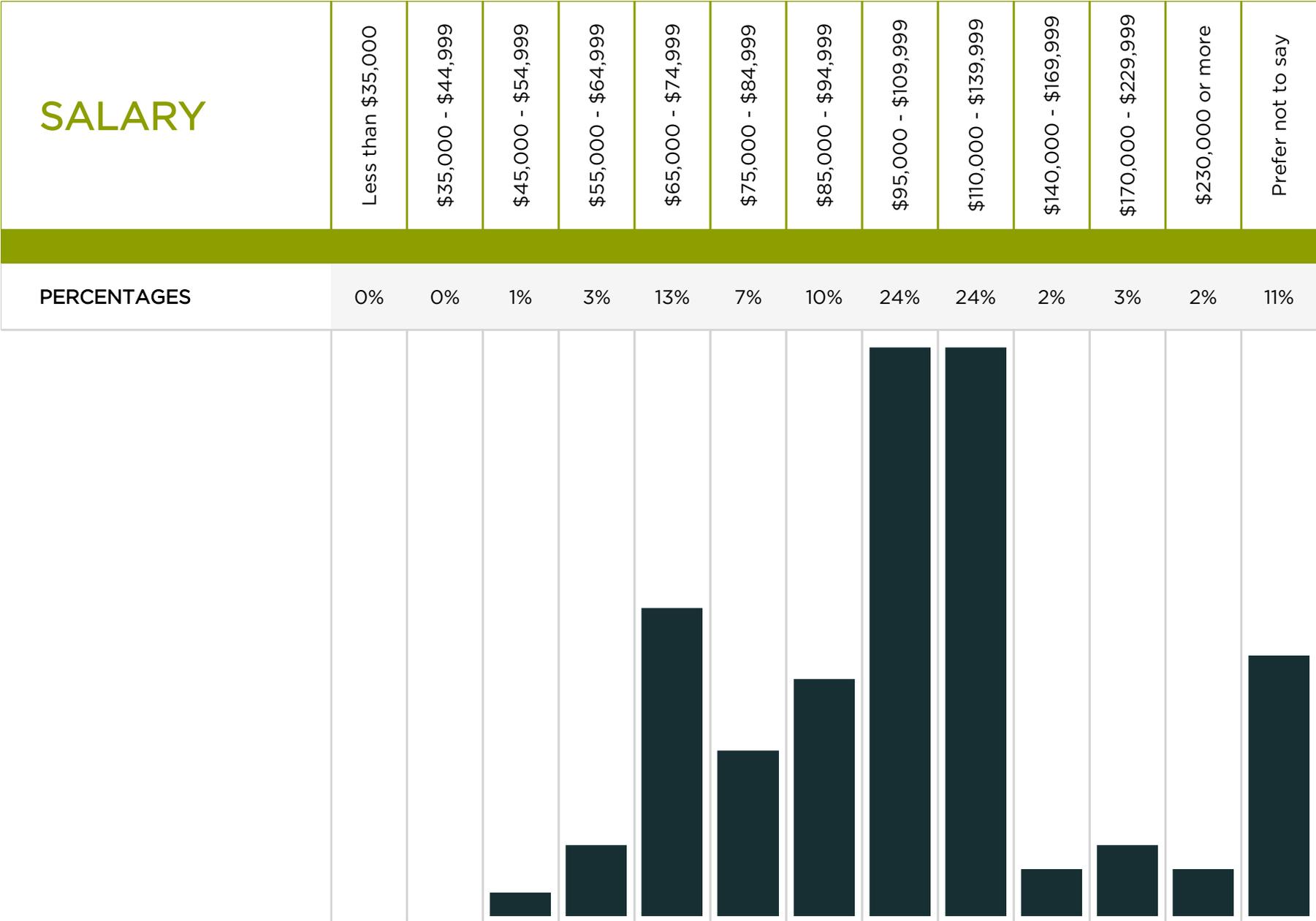
WORK PROFILES

SALARY

	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
PERCENTAGES	0%	0%	1%	3%	13%	7%	10%	24%	24%	2%	3%	2%	11%

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	895	306	94	66	18	66	14	123	17	156
EMPLOYEE ENGAGEMENT	63%	60%	66%	70%	(r)	69%	(r)	65%	(r)	60%
ENGAGEMENT WITH WORK	69%	67%	70%	72%	(r)	79%	(r)	74%	(r)	65%
SENIOR MANAGERS	50%	44%	53%	55%	(r)	58%	(r)	58%	(r)	48%
COMMUNICATION	67%	62%	66%	68%	(r)	77%	(r)	72%	(r)	65%
HIGH PERFORMANCE	64%	60%	66%	71%	(r)	71%	(r)	69%	(r)	62%
PUBLIC SECTOR VALUES	65%	60%	66%	69%	(r)	74%	(r)	71%	(r)	61%
DIVERSITY & INCLUSION	73%	70%	72%	74%	(r)	82%	(r)	78%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY SALARY

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	Less than $35,000	$35,000 - $44,999	$45,000 - $54,999	$55,000 - $64,999	$65,000 - $74,999	$75,000 - $84,999	$85,000 - $94,999	$95,000 - $109,999	$110,000 - $139,999	$140,000 - $169,999	$170,000 - $229,999	$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	895	2	1	6	27	109	61	83	206	204	19	27	16	92
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	64%	60%	64%	62%	63%	(r)	(r)	(r)	55%
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	69%	62%	69%	70%	74%	(r)	(r)	(r)	57%
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	53%	42%	51%	46%	54%	(r)	(r)	(r)	37%
COMMUNICATION	67%	(r)	(r)	(r)	(r)	63%	63%	66%	67%	71%	(r)	(r)	(r)	57%
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	64%	61%	65%	62%	68%	(r)	(r)	(r)	52%
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	64%	61%	65%	63%	68%	(r)	(r)	(r)	53%
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	68%	71%	72%	73%	77%	(r)	(r)	(r)	60%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	895	133	76	133	166	262	79
EMPLOYEE ENGAGEMENT	63%	74%	69%	63%	59%	61%	59%
ENGAGEMENT WITH WORK	69%	83%	77%	68%	64%	67%	69%
SENIOR MANAGERS	50%	68%	61%	48%	43%	46%	45%
COMMUNICATION	67%	81%	74%	65%	64%	64%	58%
HIGH PERFORMANCE	64%	77%	74%	63%	60%	61%	60%
PUBLIC SECTOR VALUES	65%	80%	73%	63%	59%	63%	58%
DIVERSITY & INCLUSION	73%	84%	81%	71%	70%	71%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	895	1	12	36	66	108	150	149	143	101	48	23
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	71%	66%	65%	65%	64%	63%	58%	60%	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	71%	73%	70%	71%	74%	72%	60%	69%	(r)
SENIOR MANAGERS	50%	(r)	(r)	60%	50%	53%	50%	50%	55%	43%	40%	(r)
COMMUNICATION	67%	(r)	(r)	78%	73%	71%	67%	65%	68%	58%	62%	(r)
HIGH PERFORMANCE	64%	(r)	(r)	73%	65%	67%	64%	66%	65%	57%	60%	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	70%	65%	67%	66%	65%	68%	58%	60%	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	84%	80%	77%	73%	72%	72%	66%	69%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	Male	Female	Other
NUMBER OF RESPONDENTS	895	305	520	31
EMPLOYEE ENGAGEMENT	63%	61%	65%	47%
ENGAGEMENT WITH WORK	69%	69%	71%	58%
SENIOR MANAGERS	50%	50%	52%	17%
COMMUNICATION	67%	67%	68%	35%
HIGH PERFORMANCE	64%	63%	67%	36%
PUBLIC SECTOR VALUES	65%	65%	67%	35%
DIVERSITY & INCLUSION	73%	74%	74%	45%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Better Regulation	SES 1	SES 2	SES 3	Non-executive who manages employees	Other
NUMBER OF RESPONDENTS	895	45	12	8	161	640
EMPLOYEE ENGAGEMENT	63%	79%	(r)	(r)	65%	61%
ENGAGEMENT WITH WORK	69%	84%	(r)	(r)	76%	66%
SENIOR MANAGERS	50%	71%	(r)	(r)	56%	47%
COMMUNICATION	67%	75%	(r)	(r)	72%	65%
HIGH PERFORMANCE	64%	77%	(r)	(r)	70%	61%
PUBLIC SECTOR VALUES	65%	78%	(r)	(r)	70%	62%
DIVERSITY & INCLUSION	73%	77%	(r)	(r)	80%	70%

KEY
AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE
AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE
r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

40%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

34%
SECTOR

45%
CLUSTER

38%
2016

40%

28%

32%

| Agreement | Neither Agree nor Disagree | Disagreement |
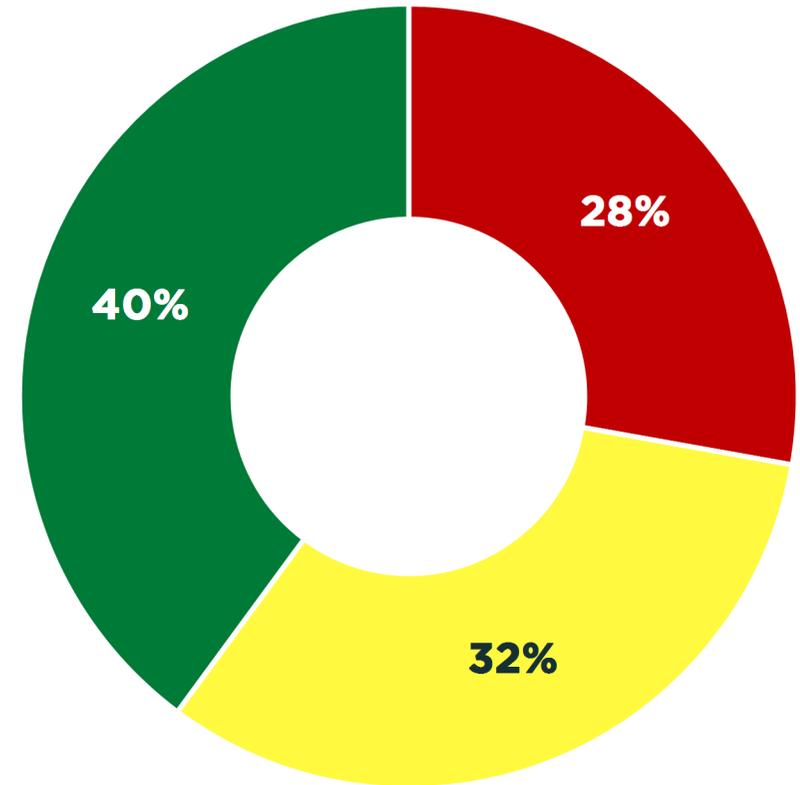
GUIDE TO THIS REPORT

ⓘ SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

ⓘ HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ⓘ PRIVACY

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ⓘ ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

ⓘ MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.

PEOPLE MATTER 2018

NSW Public Sector Employee Survey
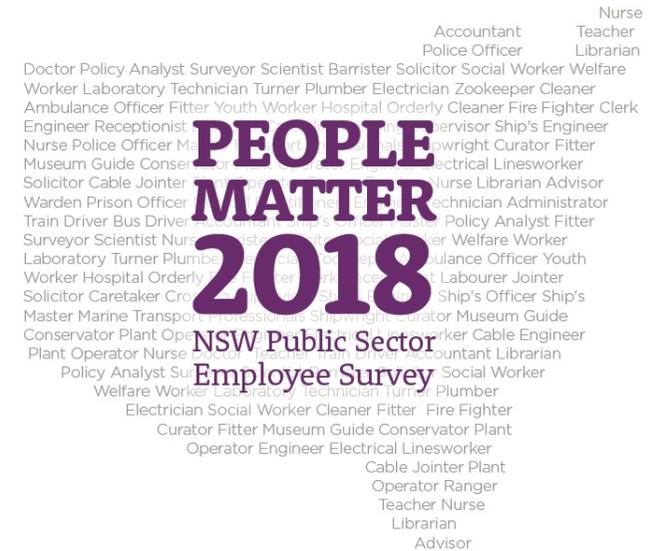
LARGE BUSINESS UNIT

Finance and Services

Better Regulation

SafeWork NSW

HEADLINES

RESPONSE RATE

91%

496 OF 547 RESPONDENTS

EMPLOYEE ENGAGEMENT

63%

DIFFERENCE FROM 2017	0
DIFFERENCE FROM PARENT*	-1
DIFFERENCE FROM PUBLIC SECTOR	-2

QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

*Parent refers to Better Regulation

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM 2017	-1
DIFFERENCE FROM PARENT*	-1
DIFFERENCE FROM PUBLIC SECTOR	-3

SENIOR MANAGERS

47%

DIFFERENCE FROM 2017	-1
DIFFERENCE FROM PARENT*	-5
DIFFERENCE FROM PUBLIC SECTOR	-2

COMMUNICATION

63%

DIFFERENCE FROM 2017	-3
DIFFERENCE FROM PARENT*	-2
DIFFERENCE FROM PUBLIC SECTOR	+1

HIGH PERFORMANCE

62%

DIFFERENCE FROM 2017	0
DIFFERENCE FROM PARENT*	-2
DIFFERENCE FROM PUBLIC SECTOR	-2

PUBLIC SECTOR VALUES

62%

DIFFERENCE FROM 2017	-2
DIFFERENCE FROM PARENT*	-3
DIFFERENCE FROM PUBLIC SECTOR	0

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM PARENT*	-1
DIFFERENCE FROM PUBLIC SECTOR	+5

FLEXIBLE WORKING SATISFACTION

78%

DIFFERENCE FROM 2017	+4
DIFFERENCE FROM PARENT*	+6
DIFFERENCE FROM PUBLIC SECTOR	+20

ACTION ON RESULTS

39%

DIFFERENCE FROM 2017	+4
DIFFERENCE FROM PARENT*	-6
DIFFERENCE FROM PUBLIC SECTOR	+3

HIGHEST AND LOWEST QUESTIONS

	HIGHEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
2a.	My workgroup strives to achieve customer/client satisfaction	87%	86%
2c.	I receive help and support from other members of my workgroup	86%	85%
8e.	My manager supports flexible working in my team	83%	-
1g.	I know how to address a health and safety issue I have identified	83%	-
1a.	I understand what is expected of me to do well in my role	83%	86%
2b.	My workgroup works collaboratively to achieve its objectives	79%	76%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	78%	74%
2e.	People in my workgroup treat each other with respect	77%	82%
5b.	My manager listens to what I have to say	76%	81%
5g.	My manager provides acknowledgement or other recognition for the work I do	76%	76%

	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
7c.	I feel that change is managed well in my organisation	27%	26%
9a.	I have confidence in the ways my organisation resolves grievances	28%	27%
7g.	I have confidence in the way recruitment decisions are made	36%	32%
14.	I believe action will be taken on the results from this survey by my organisation	39%	35%
6b.	I feel that senior managers effectively lead and manage change	40%	39%
5h.	My manager appropriately deals with employees who perform poorly	40%	41%
6h.	I feel that senior managers listen to employees	42%	40%
6a.	I believe senior managers provide clear direction for the future of the organisation	45%	46%
7d.	There is good co-operation between teams across our organisation	46%	48%
7e.	People in my organisation take responsibility for their own actions	47%	46%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

	MOST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
3f.	I have received appropriate training and development to do my job well	64%	59%
7g.	I have confidence in the way recruitment decisions are made	36%	32%
14.	I believe action will be taken on the results from this survey by my organisation	39%	35%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	78%	74%
7h.	My organisation generally selects capable people to do the job	51%	47%
2b.	My workgroup works collaboratively to achieve its objectives	79%	76%
6h.	I feel that senior managers listen to employees	42%	40%
1e.	I am satisfied with my job	68%	66%
2a.	My workgroup strives to achieve customer/client satisfaction	87%	86%
9a.	I have confidence in the ways my organisation resolves grievances	28%	27%

	LEAST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2018	AGREEMENT 2017
5c.	My manager communicates effectively with me	70%	78%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	66%	72%
2e.	People in my workgroup treat each other with respect	77%	82%
5b.	My manager listens to what I have to say	76%	81%
5e.	My manager involves my workgroup in decisions about our work	70%	74%
5d.	My manager encourages and values employee input	75%	78%
1a.	I understand what is expected of me to do well in my role	83%	86%
6d.	Senior managers encourage innovation by employees	49%	52%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	70%	73%
1c.	My job gives me a feeling of personal accomplishment	72%	75%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE
Q9a. I have confidence in the ways my organisation resolves grievances	28%
Q5h. My manager appropriately deals with employees who perform poorly	40%
Q6i. Senior managers in my organisation support the career advancement of women	60%
Q7e. People in my organisation take responsibility for their own actions	47%
Q6d. Senior managers encourage innovation by employees	49%

HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL
Q9a. I have confidence in the ways my organisation resolves grievances	38%
Q5h. My manager appropriately deals with employees who perform poorly	36%
Q6i. Senior managers in my organisation support the career advancement of women	30%
Q7e. People in my organisation take responsibility for their own actions	29%
Q6d. Senior managers encourage innovation by employees	28%

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q9a. I have confidence in the ways my organisation resolves grievances	33%
Q5h. My manager appropriately deals with employees who perform poorly	24%
Q6i. Senior managers in my organisation support the career advancement of women	9%
Q7e. People in my organisation take responsibility for their own actions	24%
Q6d. Senior managers encourage innovation by employees	23%

FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

39%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

37%	48%	35%
SECTOR	CLUSTER	2017

2018

- 33%
- 27%
- 39%

2017

- 32%
- 32%
- 35%

Agreement | **Neither Agree nor Disagree** | **Disagreement**

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

*Parent refers to Better Regulation

RANK

Rank	Question	% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PARENT*	% AGREEMENT PUBLIC SECTOR
1	**Q6c.** I feel that senior managers model the values of my organisation	48%	50%	54%	50%
2	**Q6a.** I believe senior managers provide clear direction for the future of the organisation	45%	46%	51%	49%
3	**Q6b.** I feel that senior managers effectively lead and manage change	40%	39%	48%	46%
4	**Q6h.** I feel that senior managers listen to employees	42%	40%	49%	43%
5	**Q7f.** My organisation is committed to developing its employees	53%	52%	52%	52%
6	**Q8c.** I am able to speak up and share a different view to my colleagues and manager	71%	71%	72%	67%

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for SafeWork NSW

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	SafeWork NSW	SafeWork NSW Operations	SafeWork NSW Special Services
NUMBER OF RESPONDENTS	496	265	222
EMPLOYEE ENGAGEMENT	63%	61%	67%
ENGAGEMENT WITH WORK	69%	69%	71%
SENIOR MANAGERS	47%	42%	54%
COMMUNICATION	63%	60%	68%
HIGH PERFORMANCE	62%	60%	66%
PUBLIC SECTOR VALUES	62%	59%	66%
DIVERSITY & INCLUSION	73%	70%	77%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT

63% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	17	40	27	10		57%	59%	61%	64%	61%
Q7j. I am proud to tell others I work for my organisation	24	41	21	10		65%	66%	65%	68%	69%
Q7k. I feel a strong personal attachment to my organisation	23	40	23	9		63%	65%	59%	58%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	38	26	13	7	53%	54%	55%	59%	55%
Q7m. My organisation inspires me to do the best in my job	15	36	28	12	9	51%	53%	53%	59%	55%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK — 69% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	31 / 40 / 16 / 8	72%	75%	71%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	34 / 35 / 14 / 13	68%	71%	71%	72%	72%
Q1e. I am satisfied with my job	29 / 39 / 16 / 12	68%	66%	68%	70%	69%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

SENIOR MANAGERS

47% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	31	24	17	13	45%	46%	51%	55%	49%
Q6b. I feel that senior managers effectively lead and manage change	11	28	26	16	18	40%	39%	48%	51%	46%
Q6c. I feel that senior managers model the values of my organisation	13	35	25	14	12	48%	50%	54%	56%	50%
Q6d. Senior managers encourage innovation by employees	14	35	28	13	10	49%	52%	54%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	43	27	10		57%	59%	57%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	47	22	7		66%	72%	68%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	25	14	12	50%	50%	52%	55%	47%
Q6h. I feel that senior managers listen to employees	13	30	27	16	15	42%	40%	49%	51%	43%
Q7c. I feel that change is managed well in my organisation		22	28	26	20	27%	26%	37%	44%	40%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

COMMUNICATION — 63% AGGREGATE SCORE

	Distribution	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	35 / 35 / 16 / 10	70%	78%	72%	75%	72%
Q5d. My manager encourages and values employee input	39 / 36 / 13 / 8	75%	78%	76%	77%	72%
Q5e. My manager involves my workgroup in decisions about our work	35 / 35 / 15 / 10	70%	74%	70%	71%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 36 / 25 / 14 / 12	50%	50%	52%	55%	47%
Q6h. I feel that senior managers listen to employees	13 / 30 / 27 / 16 / 15	42%	40%	49%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26 / 45 / 13 / 8 / 8	71%	71%	72%	73%	67%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE

62% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	35	48	9			83%	86%	86%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	39	40	10	9		79%	76%	80%	82%	79%
Q3f. I have received appropriate training and development to do my job well	21	43	22	11		64%	59%	61%	60%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	43	16			76%	78%	75%	78%	74%
Q5f. I have confidence in the decisions my manager makes	33	35	17	8		68%	70%	69%	72%	68%
Q6d. Senior managers encourage innovation by employees	14	35	28	13	10	49%	52%	54%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	43	27	10		57%	59%	57%	58%	52%
Q7a. My organisation focuses on improving the work we do	17	50	17	11		67%	66%	71%	75%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	13	35	26	18	9	47%	48%	57%	65%	57%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HIGH PERFORMANCE

62% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation	10	36	25	17	12	46%	48%	48%	53%	49%
Q7h. My organisation generally selects capable people to do the job	9	42	26	16		51%	47%	54%	58%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES — 62% AGGREGATE SCORE

Question	Responses	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	46 / 41 / 8	87%	86%	88%	88%	86%
Q2e. People in my workgroup treat each other with respect	39 / 38 / 12 / 9	77%	82%	79%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33 / 43 / 16	76%	78%	75%	78%	74%
Q5b. My manager listens to what I have to say	40 / 36 / 13	76%	81%	78%	80%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	14 / 31 / 24 / 17 / 13	45%	46%	51%	55%	49%
Q6c. I feel that senior managers model the values of my organisation	13 / 35 / 25 / 14 / 12	48%	50%	54%	56%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19 / 47 / 22 / 7	66%	72%	68%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	14 / 36 / 25 / 14 / 12	50%	50%	52%	55%	47%
Q6h. I feel that senior managers listen to employees	13 / 30 / 27 / 16 / 15	42%	40%	49%	51%	43%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES   62% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do	17 / 50 / 17 / 11	67%	66%	71%	75%	69%
Q7e. People in my organisation take responsibility for their own actions	8 / 39 / 29 / 16 / 9	47%	46%	49%	55%	49%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION — 73% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	23 / 43 / 16 / 14	66%	66%	66%	69%	65%
Q5b. My manager listens to what I have to say	40 / 36 / 13	76%	81%	78%	80%	76%
Q5d. My manager encourages and values employee input	39 / 36 / 13 / 8	75%	78%	76%	77%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26 / 35 / 30	60%	60%	65%	66%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	24 / 51 / 18	74%	74%	77%	81%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24 / 46 / 19	70%	73%	75%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26 / 45 / 13 / 8 / 8	71%	71%	72%	73%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	36 / 42 / 13	78%	74%	73%	68%	59%
Q8e. My manager supports flexible working in my team	45 / 38 / 10	83%	-	78%	73%	63%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

FLEXIBLE WORKING   81% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	36 / 42 / 13	78%	74%	73%	68%	59%
Q8e. My manager supports flexible working in my team	45 / 38 / 10	83%	-	78%	73%	63%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT — 43% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q7g. I have confidence in the way recruitment decisions are made	8 / 28 / 26 / 20 / 19	36%	32%	38%	43%	37%
Q7h. My organisation generally selects capable people to do the job	9 / 42 / 26 / 16	51%	47%	54%	58%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

57% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	27 / 43 / 16 / 11	70%	70%	69%	71%	65%
Q3e. My performance is assessed against clear criteria	18 / 38 / 23 / 16	56%	58%	57%	61%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	18 / 31 / 21 / 19 / 12	49%	51%	49%	49%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37 / 38 / 13	76%	76%	72%	74%	69%
Q5h. My manager appropriately deals with employees who perform poorly	18 / 22 / 36 / 11 / 12	40%	41%	44%	51%	46%
Q7f. My organisation is committed to developing its employees	11 / 42 / 28 / 12 / 8	53%	52%	52%	56%	52%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE SUPPORT — 70% AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	23 / 43 / 16 / 14	66%	66%	66%	69%	65%
Q1f. I am able to keep my work stress at an acceptable level	17 / 43 / 17 / 17	59%	60%	64%	68%	60%
Q2c. I receive help and support from other members of my workgroup	44 / 42 / 8	86%	85%	86%	85%	81%
Q2d. There is good team spirit in my workgroup	36 / 34 / 14 / 11	70%	73%	73%	75%	70%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PAY	73% AGREEMENT	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q4a. I am paid fairly for the work I do	21 | 52 | 16 | 9	73%	73%	77%	72%	58%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

HEALTH & SAFETY	83% AGREEMENT	AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q1g. I know how to address a health and safety issue I have identified	33 / 50 / 10	83%	-	84%	84%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ACTION ON RESULTS — 39% AGREEMENT

						AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q14. I believe action will be taken on the results from this survey by my organisation	7	32	27	19	14	39%	35%	46%	48%	37%

KEY

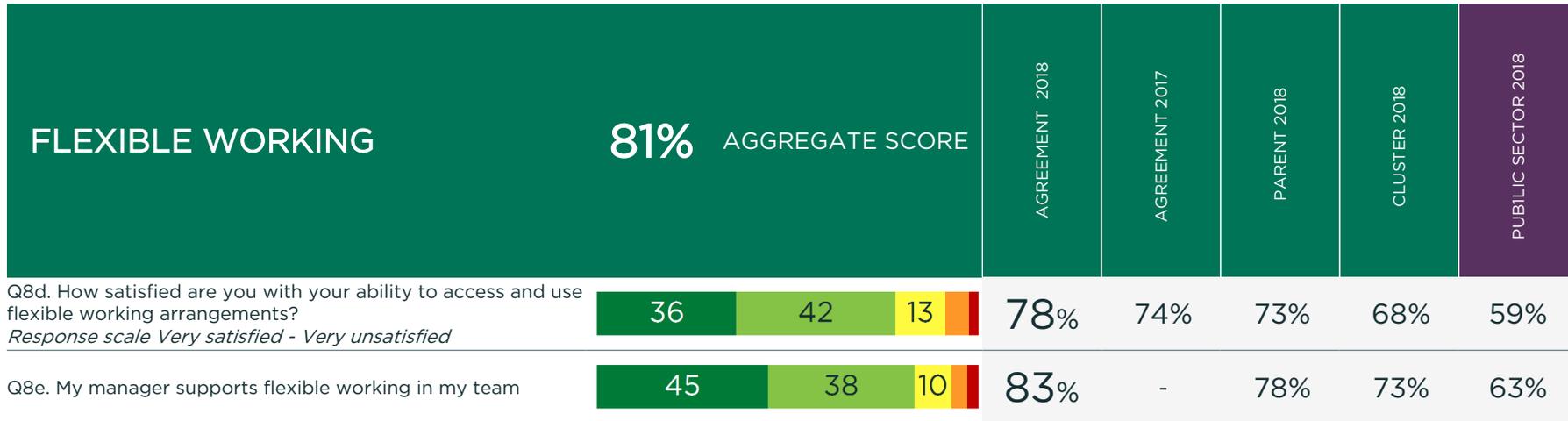| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE CONDUCT   28% AGREEMENT

						AGREEMENT 2018	AGREEMENT 2017	PARENT 2018	CLUSTER 2018	PUBLIC SECTOR 2018
Q9a. I have confidence in the ways my organisation resolves grievances	22	38	19	15		28%	27%	36%	45%	40%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree
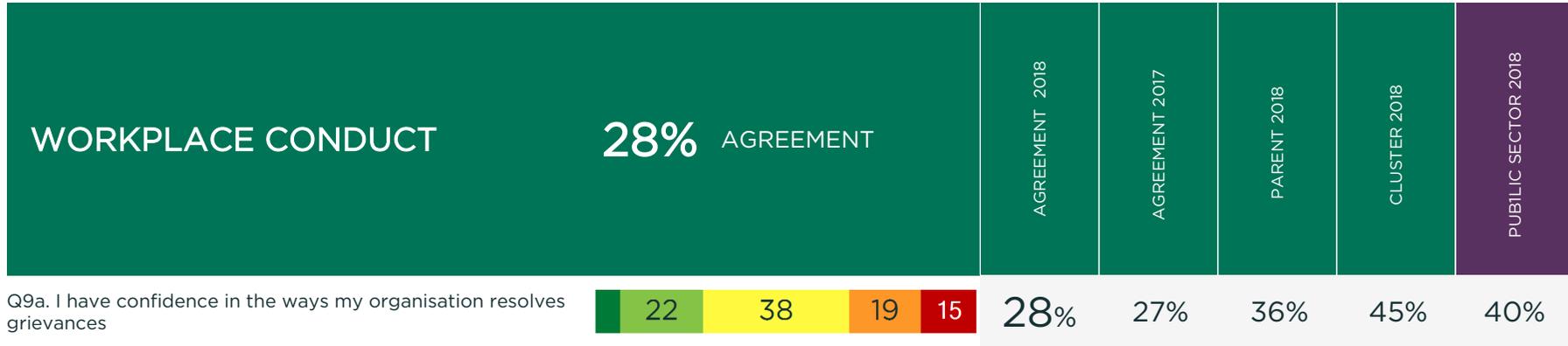
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		90%	89%	84%	71%
No		10%	11%	16%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		84%	83%	82%	76%
No		16%	17%	18%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		79%	81%	73%	58%
No		21%	19%	27%	42%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?					
Yes		41%	36%	47%	41%
No		59%	64%	53%	59%

MOBILITY

	2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Geographic location considerations	44%	51%	35%	26%
Personal/family considerations	34%	41%	29%	30%
The application/recruitment process is too cumbersome or time consuming	34%	39%	29%	23%
Lack of promotion opportunities	32%	33%	29%	29%
There are no major barriers to my career progression	29%	24%	31%	32%
Lack of visible opportunities	29%	32%	27%	30%
Lack of support for temporary assignments/secondments	17%	17%	16%	15%
Lack of support from my manager/supervisor	13%	11%	12%	14%
Insufficient training and development	12%	15%	17%	16%
Other	12%	11%	10%	9%
Lack of required capabilities or experience	10%	11%	12%	11%

% are calculated with the number of unique respondents (N = 478 to this question)

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

	2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes	19%	18%	20%	24%
No	65%	67%	61%	58%
Don't know	16%	15%	19%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	68%	62%	67%	66%
No	29%	36%	31%	32%
Don't know	3%	2%	2%	2%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		25%	24%	25%	33%
No		65%	66%	63%	57%
Don't know		10%	10%	12%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		13%	14%	13%	18%
No		80%	80%	79%	76%
Don't know		6%	6%	8%	6%

UNACCEPTABLE CONDUCT

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Prefer not to say		25%	8%	24%	14%
Your Immediate Manager/Supervisor		23%	32%	21%	23%
A fellow worker at your level		23%	28%	19%	27%
A senior manager		14%	9%	25%	21%
A subordinate		11%	9%	8%	7%
A client or customer		3%	2%	2%	2%
A member of the public other than a client or customer	(r)				
Other	(r)				

UNACCEPTABLE CONDUCT

		2018	2017	PARENT 2018	PUBLIC SECTOR 2018
Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		1%	-	1%	3%
No		97%	-	97%	94%
Don't know		2%	-	2%	2%
Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months					
A person at work	(r)				
A member of the public	(r)				
Other	(r)				
Prefer not to say	(r)				

FINANCE AND SERVICES
CUSTOMISED QUESTIONS

	2018	PARENT 2018	CLUSTER 2018
Q1. What level is your current role?			
SEB 1	5%	6%	11%
SEB 2	2%	2%	3%
SEB 3	1%	2%	3%
Non-executive who manages employees	14%	19%	19%
Non-executive who does not manage employees	78%	71%	64%
Q2. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?			
Secretary and executive team	5%	4%	4%
Deputy Secretary and executive team	7%	6%	6%
Executive Directors	15%	14%	15%
Directors	47%	36%	27%
The managers of my manager/team leader	26%	39%	48%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2018	PARENT 2018	CLUSTER 2018
Q3. Have you noticed senior managers taking action as a result of the last PMES?				
Yes		35%	37%	30%
No		30%	23%	22%
Not sure		35%	40%	48%
Q4. Are you currently working in an activity based environment?				
Yes		30%	37%	46%
No		70%	61%	36%
Not applicable (for Service NSW staff)		1%	1%	18%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

Q5. If you answered YES, how satisfied are you with your activity based working environment?

	2018	PARENT 2018	CLUSTER 2018
Very satisfied	16%	14%	19%
Satisfied	19%	34%	39%
Neutral	18%	24%	23%
Unsatisfied	14%	10%	10%
Very unsatisfied	32%	17%	8%
Not applicable	1%	1%	0%

FINANCE AND SERVICES
CUSTOMISED QUESTIONS

	2018	PARENT 2018	CLUSTER 2018
Q6. If more flexible work options were available, would you consider discussing them with your manager?			
Yes	91%	90%	89%
No	9%	10%	11%
Q7. Have you applied for an ongoing or acting opportunity in the Finance and Services cluster or elsewhere in the past twelve months?			
Yes	30%	36%	29%
No	70%	64%	71%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

	2018	PARENT 2018	CLUSTER 2018
Q8. If YES, which best describes your most recent career development experience?			
Applied for and won an acting or ongoing role in the Finance and Services cluster	45%	49%	42%
Applied for and did not win an acting or ongoing role in the Finance and Services cluster	31%	31%	28%
Applied for and did not win an acting or ongoing role elsewhere in the NSW public sector	6%	5%	9%
Applied for a position outside the NSW public sector	1%	2%	4%
Other	12%	11%	14%
Not applicable	4%	2%	3%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

Q9. In the past 12 months, what has made the greatest difference to your career development?

	2018	PARENT 2018	CLUSTER 2018
Attending Leadership Excellence (DFSI only)	1%	2%	1%
Attending Leadership Essentials (DFSI only)	2%	3%	2%
Attending a leadership program	2%	2%	2%
Accessing the online portal of self-directed courses on myCareer (Lynda.com)	1%	2%	3%
Attending the 7 Habits program	0%	0%	5%
Conversations with your manager	23%	27%	26%
Coaching	1%	3%	6%
Mentoring	9%	8%	7%
Stretch opportunity or project work within current role	17%	16%	15%
Networking opportunity	13%	9%	7%
Other	31%	29%	27%

PERSONAL AND WORK PROFILES

47%

50%

3%

GENDER		PERCENTAGE
Male		47%
Female		50%
Other		3%

PERSONAL AND WORK PROFILES

	PERCENTAGE
AGE	
15 - 19	-
20 - 24	1%
25 -29	3%
30 - 34	8%
35 - 39	12%
40 - 44	19%
45 - 49	18%
50 - 54	17%
55 - 59	13%
60 - 64	7%
65+	2%

PERSONAL AND WORK PROFILES

	PERCENTAGE

TYPE OF WORK

		PERCENTAGE
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		50%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		8%
Administrative support (e.g. executive/personal assistant, receptionist)		7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		1%
Policy		2%
Research		2%
Program and project management support		15%
Legal (including developing and/or reviewing legislation)		1%
Other		14%

PERSONAL AND WORK PROFILES

SALARY

	Less than $43,557	$43,557 - $51,176	$51,177 - $61,657	$61,658 - $68,928	$68,929 - $81,368	$81,369 - $92,469	$92,470 - $105,408	$105,409 - $121,916	$121,917 - $140,995	$140,996 - $157,762	$157,763 - $183,299	$183,300 - $261,450	$261,451 - $328,900	$328,901 or more	Prefer not to say
PERCENTAGES	0%	-	1%	2%	10%	7%	19%	33%	12%	2%	0%	2%	0%	-	10%
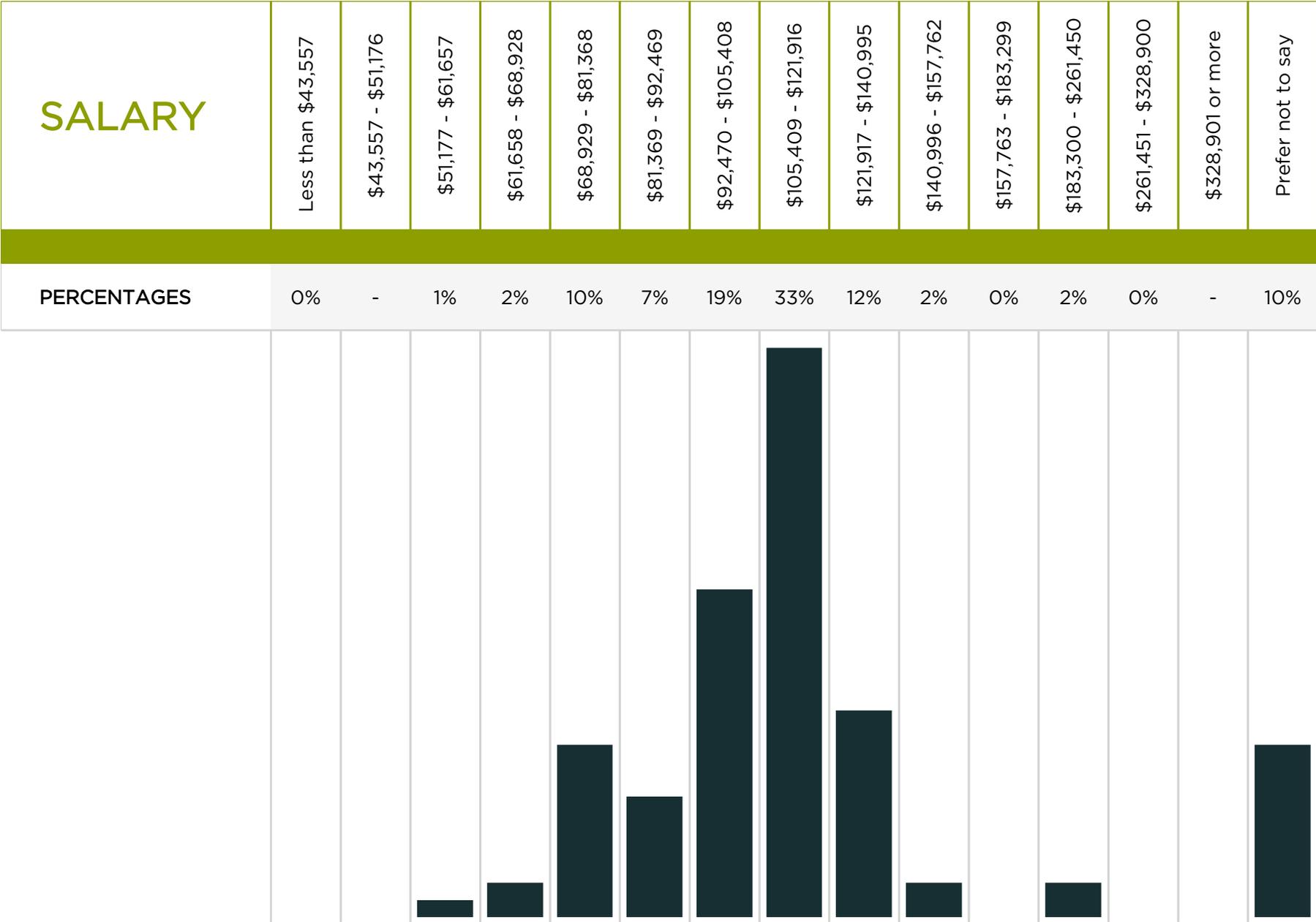
PERSONAL AND WORK PROFILES

	PERCENTAGE
TENURE IN ORGANISATION	
Less than 1 year	11%
1 - 2 years	9%
2 - 5 years	15%
5 - 10 years	15%
10 - 20 years	39%
More than 20 years	12%

PERSONAL AND WORK PROFILES

	PERCENTAGE

FLEXIBLE WORKING

		PERCENTAGE
Flexible start and finish times		88%
Working from home		42%
Working from different locations		33%
Working additional hours to make up for time off		24%
Leave without pay		8%
Working more hours over fewer days		8%
Part-time work		6%

% are calculated with the number of unique respondents (N = 462 to this question)

PERSONAL AND WORK PROFILES

FLEXIBLE WORKING	PERCENTAGE
None of the above	6%
Purchasing annual leave	4%
Flexible scheduling for rostered workers	2%
Study leave	2%
Job sharing	2%
Other	2%

% are calculated with the number of unique respondents (N = 462 to this question)

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, ...	Other service delivery work (work that does not involve contact with the public, but it is critical to the ...	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	496	232	39	31	4	9	11	68	5	63
EMPLOYEE ENGAGEMENT	63%	60%	71%	72%	(r)	(r)	(r)	65%	(r)	64%
ENGAGEMENT WITH WORK	69%	66%	69%	70%	(r)	(r)	(r)	74%	(r)	73%
SENIOR MANAGERS	47%	39%	59%	61%	(r)	(r)	(r)	58%	(r)	50%
COMMUNICATION	63%	58%	69%	69%	(r)	(r)	(r)	72%	(r)	65%
HIGH PERFORMANCE	62%	57%	67%	73%	(r)	(r)	(r)	71%	(r)	62%
PUBLIC SECTOR VALUES	62%	57%	65%	72%	(r)	(r)	(r)	72%	(r)	63%
DIVERSITY & INCLUSION	73%	70%	76%	81%	(r)	(r)	(r)	79%	(r)	75%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Less than $43,557	$43,557 - $51,176	$51,177 - $61,657	$61,658 - $68,928	$68,929 - $81,368	$81,369 - $92,469	$92,470 - $105,408	$105,409 - $121,916	$121,917 - $140,995	$140,996 - $157,762	$157,763 - $183,299	$183,300 - $261,450	$261,451 - $328,900
NUMBER OF RESPONDENTS	496	2	0	3	7	47	34	89	153	56	9	1	9	1
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	62%	65%	63%	62%	75%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	64%	75%	66%	68%	86%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	46%	47%	44%	43%	63%	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	60%	61%	60%	62%	78%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	63%	65%	61%	59%	75%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	59%	62%	61%	59%	74%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	73%	69%	71%	71%	87%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	496	0	48
EMPLOYEE ENGAGEMENT	63%	(r)	54%
ENGAGEMENT WITH WORK	69%	(r)	60%
SENIOR MANAGERS	47%	(r)	38%
COMMUNICATION	63%	(r)	52%
HIGH PERFORMANCE	62%	(r)	55%
PUBLIC SECTOR VALUES	62%	(r)	54%
DIVERSITY & INCLUSION	73%	(r)	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	496	48	43	66	67	175	55
EMPLOYEE ENGAGEMENT	63%	76%	70%	63%	60%	62%	61%
ENGAGEMENT WITH WORK	69%	76%	82%	76%	66%	65%	68%
SENIOR MANAGERS	47%	68%	62%	52%	35%	43%	41%
COMMUNICATION	63%	81%	77%	66%	56%	59%	60%
HIGH PERFORMANCE	62%	78%	74%	66%	58%	59%	60%
PUBLIC SECTOR VALUES	62%	80%	73%	64%	55%	59%	58%
DIVERSITY & INCLUSION	73%	84%	86%	74%	70%	71%	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	496	405	35	112	11	29	7	152	192	17	39	10	7	28
EMPLOYEE ENGAGEMENT	63%	64%	66%	62%	(r)	(r)	(r)	69%	65%	(r)	61%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	70%	74%	70%	(r)	(r)	(r)	78%	76%	(r)	61%	(r)	(r)	(r)
SENIOR MANAGERS	47%	47%	51%	45%	(r)	(r)	(r)	51%	49%	(r)	44%	(r)	(r)	(r)
COMMUNICATION	63%	64%	69%	60%	(r)	(r)	(r)	69%	67%	(r)	58%	(r)	(r)	(r)
HIGH PERFORMANCE	62%	63%	66%	62%	(r)	(r)	(r)	68%	66%	(r)	61%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	63%	67%	61%	(r)	(r)	(r)	67%	65%	(r)	60%	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	74%	76%	73%	(r)	(r)	(r)	80%	78%	(r)	67%	(r)	(r)	(r)

*multiple types may be choosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Central Coast	Sydney West	Sydney - Baulkham Hills and Hawkesbury	Sydney East	Sydney - City and Inner South	Sydney - South West	Newcastle and Lake Macquarie	Sydney - Outer West and Blue Mountains	Sydney - North Sydney and Hornsby	Illawarra	Riverina	Mid North Coast
NUMBER OF RESPONDENTS	496	150	118	63	49	35	35	27	17	12	9	6	5
EMPLOYEE ENGAGEMENT	63%	66%	64%	66%	63%	61%	63%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	73%	72%	70%	73%	68%	77%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	53%	48%	49%	45%	43%	46%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	70%	64%	66%	66%	66%	63%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	70%	61%	62%	62%	59%	63%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	69%	62%	63%	59%	59%	63%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	78%	71%	72%	78%	77%	73%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE | AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE | r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Far West and Orana	New England and North West	Capital Region	Coffs Harbour - Grafton	Murray	Central West	Richmond - Tweed	Southern Highlands and Shoalhaven	Sydney - Parramatta	Sydney - Inner South West	Sydney - Sutherland	Sydney - Eastern Suburbs	Sydney - Inner West
NUMBER OF RESPONDENTS	496	5	5	4	4	4	3	3	3	3	1	1	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Hunter Valley exc Newcastle	OUTSIDE NSW	Sydney - Blacktown	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde
NUMBER OF RESPONDENTS	496	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	496	0	3	13	36	55	86	82	77	60	32	10
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	71%	64%	65%	66%	64%	59%	61%	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	70%	76%	71%	70%	70%	68%	65%	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	59%	50%	49%	44%	46%	42%	39%	(r)
COMMUNICATION	63%	(r)	(r)	(r)	75%	63%	65%	62%	62%	60%	59%	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	71%	64%	65%	61%	61%	59%	61%	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	70%	65%	62%	61%	63%	58%	57%	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	79%	76%	76%	73%	72%	71%	69%	(r)

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	Male	Female	Other
NUMBER OF RESPONDENTS	496	216	228	15
EMPLOYEE ENGAGEMENT	63%	65%	63%	(r)
ENGAGEMENT WITH WORK	69%	71%	71%	(r)
SENIOR MANAGERS	47%	46%	49%	(r)
COMMUNICATION	63%	63%	65%	(r)
HIGH PERFORMANCE	62%	62%	65%	(r)
PUBLIC SECTOR VALUES	62%	62%	64%	(r)
DIVERSITY & INCLUSION	73%	73%	75%	(r)

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	SafeWork NSW	SEB 1	SEB 2	SEB 3	Non-executive who manages employees	Non-executive who does not manage employees
NUMBER OF RESPONDENTS	496	24	8	6	64	355
EMPLOYEE ENGAGEMENT	63%	(r)	(r)	(r)	72%	61%
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	78%	67%
SENIOR MANAGERS	47%	(r)	(r)	(r)	58%	43%
COMMUNICATION	63%	(r)	(r)	(r)	74%	61%
HIGH PERFORMANCE	62%	(r)	(r)	(r)	74%	59%
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	71%	59%
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	83%	71%

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GUIDE TO THIS REPORT

ℹ SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

ℹ HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

ℹ PRIVACY

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ℹ ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

ℹ MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.

2019 | **NSW Public Sector Employee Survey**

LARGE BUSINESS UNIT

Finance and Services

Better Regulation

SafeWork NSW

Contents

HEADLINES

RESPONSE RATE

87%

463 OF 532 RESPONDENTS

RESPONSE RATE 2018: 91%

EMPLOYEE ENGAGEMENT

65% ⬆

DIFFERENCE FROM 2018	+1 (63%)
DIFFERENCE FROM PARENT*	0 (65%)
DIFFERENCE FROM PUBLIC SECTOR	-1 (66%)

ENGAGEMENT WITH WORK

70% ⬆

DIFFERENCE FROM 2018	+1 (69%)
DIFFERENCE FROM PARENT*	+1 (69%)
DIFFERENCE FROM PUBLIC SECTOR	-3 (73%)

SENIOR MANAGERS

50% ⬆

DIFFERENCE FROM 2018	+3 (47%)
DIFFERENCE FROM PARENT*	-5 (54%)
DIFFERENCE FROM PUBLIC SECTOR	0 (50%)

COMMUNICATION

65% ⬆

DIFFERENCE FROM 2018	+2 (63%)
DIFFERENCE FROM PARENT*	-2 (67%)
DIFFERENCE FROM PUBLIC SECTOR	+3 (62%)

HIGH PERFORMANCE

63% –

DIFFERENCE FROM 2018	0 (62%)
DIFFERENCE FROM PARENT*	-2 (65%)
DIFFERENCE FROM PUBLIC SECTOR	-2 (65%)

PUBLIC SECTOR VALUES

64% ⬆

DIFFERENCE FROM 2018	+2 (62%)
DIFFERENCE FROM PARENT*	-2 (66%)
DIFFERENCE FROM PUBLIC SECTOR	+2 (62%)

DIVERSITY & INCLUSION

74% ⬆

DIFFERENCE FROM 2018	+1 (73%)
DIFFERENCE FROM PARENT*	0 (74%)
DIFFERENCE FROM PUBLIC SECTOR	+5 (69%)

FLEXIBLE WORKING SATISFACTION

78% ⬇

DIFFERENCE FROM 2018	-1 (78%)
DIFFERENCE FROM PARENT*	+7 (71%)
DIFFERENCE FROM PUBLIC SECTOR	+19 (59%)

ACTION ON RESULTS

40% ⬆

DIFFERENCE FROM 2018	+1 (39%)
DIFFERENCE FROM PARENT*	-7 (47%)
DIFFERENCE FROM PUBLIC SECTOR	+1 (39%)

ℹ

QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

*Parent refers to Better Regulation

HIGHEST AND LOWEST QUESTIONS

	HIGHEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
1g.	I know how to address a health and safety issue I have identified	87%	83%
2a.	My workgroup strives to achieve customer/client satisfaction	86%	87%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	86%	-
1a.	I understand what is expected of me to do well in my role	84%	83%
2c.	I receive help and support from other members of my workgroup	83%	86%
8e.	My manager supports flexible working in my team	83%	83%
5b.	My manager listens to what I have to say	79%	76%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	78%	78%
2e.	People in my workgroup treat each other with respect	77%	77%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	77%	74%

	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
7c.	I feel that change is managed well in my organisation	31%	27%
11a.	I have confidence in the ways my organisation resolves grievances	32%	28%
7g.	I have confidence in the way recruitment decisions are made	35%	36%
10a.	I believe action will be taken on the results from this survey by my organisation	40%	39%
6b.	I feel that senior managers effectively lead and manage change	41%	40%
6h.	I feel that senior managers listen to employees	45%	42%
7b.	My organisation is making the necessary improvements to meet our future challenges	45%	47%
5h.	My manager deals appropriately with employees who perform poorly	46%	40%
7d.	There is good co-operation between teams across our organisation	46%	46%
6a.	I believe senior managers provide clear direction for the future of the organisation	48%	45%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

MOST IMPROVED AGREEMENT QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018
5h.	My manager deals appropriately with employees who perform poorly	46%	40%
6c.	I feel that senior managers model the values of my organisation	53%	48%
6g.	I feel that senior managers keep employees informed about what's going on	54%	50%
7c.	I feel that change is managed well in my organisation	31%	27%
1g.	I know how to address a health and safety issue I have identified	87%	83%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	74%	70%
7j.	I am proud to tell others I work for my organisation	68%	65%
7h.	My organisation generally selects capable people to do the job	54%	51%
11a.	I have confidence in the ways my organisation resolves grievances	32%	28%
7k.	I feel a strong personal attachment to my organisation	66%	63%

LEAST IMPROVED AGREEMENT QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018
2b.	My workgroup works collaboratively to achieve its objectives	75%	79%
4a.	I am paid fairly for the work I do	70%	73%
2c.	I receive help and support from other members of my workgroup	83%	86%
1f.	I am able to keep my work stress at an acceptable level	57%	59%
7b.	My organisation is making the necessary improvements to meet our future challenges	45%	47%
1b.	I am provided with the support I need to do my best at work	64%	66%
3f.	I have received appropriate training and development to do my job well	62%	64%
1e.	I am satisfied with my job	67%	68%
5g.	My manager provides acknowledgement or other recognition for the work I do	74%	76%
7g.	I have confidence in the way recruitment decisions are made	35%	36%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE
Q11a. I have confidence in the ways my organisation resolves grievances	**32**%
Q5h. My manager deals appropriately with employees who perform poorly	**46**%
Q6i. Senior managers in my organisation support the career advancement of women	**60**%
Q7e. People in my organisation take responsibility for their own actions	**50**%
Q7b. My organisation is making the necessary improvements to meet our future challenges	**45**%

HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL
Q11a. I have confidence in the ways my organisation resolves grievances	**37**%
Q5h. My manager deals appropriately with employees who perform poorly	**32**%
Q6i. Senior managers in my organisation support the career advancement of women	**28**%
Q7e. People in my organisation take responsibility for their own actions	**27**%
Q7b. My organisation is making the necessary improvements to meet our future challenges	**27**%

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q11a. I have confidence in the ways my organisation resolves grievances	**32**%
Q5h. My manager deals appropriately with employees who perform poorly	**22**%
Q6i. Senior managers in my organisation support the career advancement of women	**12**%
Q7e. People in my organisation take responsibility for their own actions	**23**%
Q7b. My organisation is making the necessary improvements to meet our future challenges	**28**%

FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 463

Gender	Survey %
Male	47
Female	46
Other	6

Age	Survey %
15 - 34 years	10
35 - 54 years	67
55+ years	23

LOTE spoken at home	Survey %
Yes	12
No	78
Prefer not to say	11

Aboriginal and/or Torres Strait Islanders	Survey %
Yes	4
No	85
Prefer not to say	12

Disability	Survey %
Yes	5
No	85
Prefer not to say	10

LGBTI	Survey %
Yes	4
No	86
Prefer not to say	10

Results are rounded and may not add up to 100%

Employment Status	Survey %
Senior Executive (ongoing/permanent or term)	2
Ongoing/Permanent (other than senior executive)	93
Temporary (including temporary teachers and graduates)	2
Casual	0
Contract – Non Executive	1
Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1
Other	0
Don't know	1

Manager of managers	Survey %
Yes	5
No	95

Supervisors	Survey %
Yes	19
No	81

Working arrangement	Survey %
Full-time	94
Part-time	6

Type of work	Survey %
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	49
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	10
Administrative support (e.g. executive/personal assistant, receptionist)	8
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	1
Policy	2
Research	3
Program and project management support	13
Legal (including developing and/or reviewing legislation)	1
Other	13

Organisation Tenure	Survey %
Less than 1 year	9
1 - 2 years	9
2 - 5 years	15
5 - 10 years	19
10 - 20 years	38
More than 20 years	10

Salary	Survey %
$83,402 and below	10
$83,403 - $108,043	28
$108,044 - $144,520	49
$144,521 and above	17

WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

Results are rounded and may not add up to 100%

40%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

39%	50%	39%
SECTOR	CLUSTER	2018

2019
- 34%
- 26%
- 40%

2018
- 33%
- 27%
- 39%

Agreement | **Neither Agree nor Disagree** | **Disagreement**

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

*Parent refers to Better Regulation

RANK

RANK	Question	% AGREEMENT 2019	% AGREEMENT 2018	% AGREEMENT PARENT*	% AGREEMENT PUBLIC SECTOR
1	**Q6d.** Senior managers encourage innovation by employees	**49**%	49%	57%	51%
2	**Q6c.** I feel that senior managers model the values of my organisation	**53**%	48%	58%	52%
3	**Q6b.** I feel that senior managers effectively lead and manage change	**41**%	40%	48%	47%
4	**Q6a.** I believe senior managers provide clear direction for the future of the organisation	**48**%	45%	54%	51%
5	**Q7a.** My organisation focuses on improving the work we do	**67**%	67%	71%	69%
6	**Q7f.** My organisation is committed to developing its employees	**53**%	53%	51%	53%

COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for SafeWork NSW

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	SafeWork NSW	SafeWork NSW Operations	SafeWork NSW Specialist Services
NUMBER OF RESPONDENTS	463	260	197
EMPLOYEE ENGAGEMENT	65%	63%	68%
ENGAGEMENT WITH WORK	70%	71%	70%
SENIOR MANAGERS	50%	47%	55%
COMMUNICATION	65%	63%	68%
HIGH PERFORMANCE	63%	61%	65%
PUBLIC SECTOR VALUES	64%	62%	68%
DIVERSITY & INCLUSION	74%	72%	76%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT — 65% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	20 / 40 / 23 / 10	60%	57%	62%	66%	62%
Q7j. I am proud to tell others I work for my organisation	30 / 39 / 19 / 8	68%	65%	66%	69%	70%
Q7k. I feel a strong personal attachment to my organisation	26 / 40 / 21 / 8	66%	63%	61%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	18 / 36 / 23 / 15 / 8	54%	53%	56%	60%	56%
Q7m. My organisation inspires me to do the best in my job	17 / 35 / 25 / 15 / 8	52%	51%	54%	60%	56%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

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ENGAGEMENT WITH WORK — 70% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	30	44	15	8		74%	72%	72%	73%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	29	40	14	13		69%	68%	70%	72%	72%
Q1e. I am satisfied with my job	27	40	19	11		67%	68%	66%	69%	69%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

SENIOR MANAGERS   **50%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBILIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	10 / 38 / 20 / 17 / 15	48%	45%	54%	56%	51%
Q6b. I feel that senior managers effectively lead and manage change	9 / 32 / 23 / 18 / 18	41%	40%	48%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	16 / 37 / 20 / 13 / 14	53%	48%	58%	58%	52%
Q6d. Senior managers encourage innovation by employees	13 / 36 / 25 / 14 / 11	49%	49%	57%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14 / 44 / 23 / 11 / 8	58%	57%	58%	60%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20 / 47 / 17 / 10	67%	66%	71%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16 / 38 / 18 / 15 / 12	54%	50%	57%	57%	48%
Q6h. I feel that senior managers listen to employees	11 / 33 / 23 / 16 / 16	45%	42%	50%	51%	44%
Q7c. I feel that change is managed well in my organisation	24 / 26 / 21 / 22	31%	27%	38%	46%	42%

KEY | Strongly agree | Agree | Neither | Disagree | Strongly disagree |

EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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COMMUNICATION — 65% AGGREGATE SCORE

Question	Response breakdown	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	38 / 33 / 13 / 8 / 7	72%	70%	74%	76%	72%
Q5d. My manager encourages and values employee input	44 / 32 / 11 / 8	76%	75%	77%	78%	73%
Q5e. My manager involves my workgroup in decisions about our work	38 / 33 / 13 / 11	71%	70%	70%	73%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	16 / 38 / 18 / 15 / 12	54%	50%	57%	57%	48%
Q6h. I feel that senior managers listen to employees	11 / 33 / 23 / 16 / 16	45%	42%	50%	51%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28 / 45 / 12 / 8	73%	71%	73%	76%	69%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

HIGH PERFORMANCE — 63% AGGREGATE SCORE

Question	Responses	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	36 / 48 / 9	84%	83%	85%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	38 / 37 / 13 / 8	75%	79%	77%	82%	79%
Q3f. I have received appropriate training and development to do my job well	22 / 41 / 18 / 13	62%	64%	60%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38 / 39 / 13 / 8	77%	76%	77%	80%	75%
Q5f. I have confidence in the decisions my manager makes	36 / 35 / 16	71%	68%	72%	74%	69%
Q6d. Senior managers encourage innovation by employees	13 / 36 / 25 / 14 / 11	49%	49%	57%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14 / 44 / 23 / 11 / 8	58%	57%	58%	60%	53%
Q7a. My organisation focuses on improving the work we do	18 / 49 / 17 / 11	67%	67%	71%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	10 / 35 / 27 / 18 / 10	45%	47%	55%	65%	57%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

HIGH PERFORMANCE	63% AGGREGATE SCORE						AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation		9	37	25	20	9	46%	46%	46%	54%	50%
Q7h. My organisation generally selects capable people to do the job		10	44	23	15	8	54%	51%	54%	58%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES — 64% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	47 / 39 / 8	86%	87%	87%	89%	86%
Q2e. People in my workgroup treat each other with respect	41 / 37 / 11 / 8	77%	77%	77%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38 / 39 / 13 / 8	77%	76%	77%	80%	75%
Q5b. My manager listens to what I have to say	42 / 37 / 10	79%	76%	79%	81%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10 / 38 / 20 / 17 / 15	48%	45%	54%	56%	51%
Q6c. I feel that senior managers model the values of my organisation	16 / 37 / 20 / 13 / 14	53%	48%	58%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20 / 47 / 17 / 10	67%	66%	71%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16 / 38 / 18 / 15 / 12	54%	50%	57%	57%	48%
Q6h. I feel that senior managers listen to employees	11 / 33 / 23 / 16 / 16	45%	42%	50%	51%	44%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES — 64% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7a. My organisation focuses on improving the work we do — 18 / 49 / 17 / 11	67%	67%	71%	77%	69%
Q7e. People in my organisation take responsibility for their own actions — 9 / 41 / 27 / 15 / 8	50%	47%	49%	54%	48%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION — 74% AGGREGATE SCORE

	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work [21 / 43 / 13 / 16]	64%	66%	65%	70%	67%
Q5b. My manager listens to what I have to say [42 / 37 / 10]	79%	76%	79%	81%	76%
Q5d. My manager encourages and values employee input [44 / 32 / 11 / 8]	76%	75%	77%	78%	73%
Q6i. Senior managers in my organisation support the career advancement of women [24 / 36 / 28]	60%	60%	65%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) [29 / 48 / 14]	77%	74%	80%	84%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) [32 / 42 / 16]	74%	70%	77%	81%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager [28 / 45 / 12 / 8]	73%	71%	73%	76%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied* [39 / 38 / 12]	78%	78%	71%	67%	59%
Q8e. My manager supports flexible working in my team [47 / 36 / 9]	83%	83%	77%	73%	63%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

FLEXIBLE WORKING — 80% AGGREGATE SCORE

	SA	A	N	D	SD	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	39	38	12			78%	78%	71%	67%	59%
Q8e. My manager supports flexible working in my team	47	36	9			83%	83%	77%	73%	63%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

RECRUITMENT	44% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7g. I have confidence in the way recruitment decisions are made		9 / 26 / 19 / 20 / 26	35%	36%	36%	42%	39%
Q7h. My organisation generally selects capable people to do the job		10 / 44 / 23 / 15 / 8	54%	51%	54%	58%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT — 59% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	28 / 42 / 15 / 10	70%	70%	71%	72%	66%
Q3e. My performance is assessed against clear criteria	21 / 37 / 20 / 15	58%	56%	58%	63%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	19 / 29 / 19 / 16 / 16	49%	49%	48%	50%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	42 / 33 / 13 / 7	74%	76%	74%	75%	69%
Q5h. My manager deals appropriately with employees who perform poorly	23 / 23 / 32 / 14 / 9	46%	40%	46%	53%	48%
Q7f. My organisation is committed to developing its employees	13 / 41 / 22 / 15 / 10	53%	53%	51%	56%	53%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT — 69% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21 / 43 / 13 / 16	64%	66%	65%	70%	67%
Q1f. I am able to keep my work stress at an acceptable level	15 / 42 / 18 / 17 / 9	57%	59%	62%	68%	61%
Q2c. I receive help and support from other members of my workgroup	46 / 37 / 10	83%	86%	85%	85%	81%
Q2d. There is good team spirit in my workgroup	37 / 33 / 14 / 9	70%	70%	70%	75%	70%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

PAY	70% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q4a. I am paid fairly for the work I do	21 / 49 / 17 / 11	70%	73%	77%	73%	59%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

RISK	86% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1h. I am comfortable notifying my manager if I become aware of any risks at work	55 | 31	86%	-	89%	90%	88%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

HEALTH & SAFETY — 87% AGREEMENT

	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1g. I know how to address a health and safety issue I have identified — 36 / 51 / 8	87%	83%	85%	85%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

ACTION ON RESULTS

40% AGREEMENT

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBILIC SECTOR 2019
Q10a. I believe action will be taken on the results from this survey by my organisation	10 | 30 | 26 | 20 | 14	40%	39%	47%	50%	39%

KEY

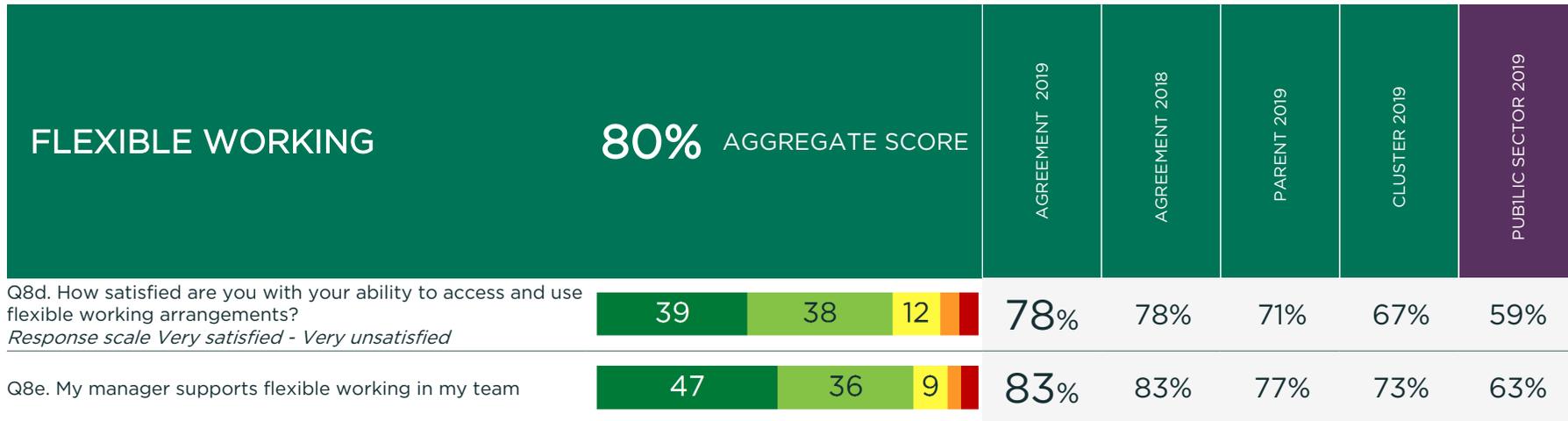| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

WORKPLACE CONDUCT	32% AGREEMENT				AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q11a. I have confidence in the ways my organisation resolves grievances	25	37	19	13	32%	28%	38%	48%	41%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

ℹ

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.

WELLBEING AND ENGAGEMENT

Q1i. In general, my sense of wellbeing is.....

Response	Proportion	Engagement
Not at all satisfactory - 0	2%	29%
1	3%	31%
2	3%	29%
3	3%	40%
4	5%	48%
5	13%	53%
6	9%	65%
7	21%	67%
8	23%	72%
9	11%	83%
Completely satisfactory - 10	8%	82%

Q1j. I find my life at work fulfilling

Response	Proportion	Engagement
Not at all fulfilled - 0	3%	11%
1	2%	23%
2	3%	28%
3	5%	42%
4	5%	55%
5	11%	50%
6	12%	60%
7	20%	70%
8	22%	76%
9	11%	87%
Completely fulfilled - 10	6%	85%

Q1k. I am confident that I am contributing my best at work

Response	Proportion	Engagement
Not at all confident - 0	2%	15%
1	1%	4%
2	0%	15%
3	3%	42%
4	2%	38%
5	7%	44%
6	7%	53%
7	15%	65%
8	24%	67%
9	24%	75%
Completely confident - 10	16%	77%

Proportion of respondents answering each response option ■ (green)

Employee engagement score ■ (purple)

EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		94%	90%	91%	71%
No		6%	10%	9%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		85%	84%	83%	76%
No		15%	16%	17%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		83%	79%	79%	60%
No		17%	21%	21%	40%

MOBILITY

	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes	42%	41%	47%	41%
No	58%	59%	53%	59%

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)				
Geographic location considerations	42%	44%	34%	25%
The application/recruitment process is too cumbersome or time consuming	40%	34%	31%	22%
Lack of promotion opportunities	34%	32%	34%	28%
Personal/family considerations	32%	34%	27%	29%
Lack of visible opportunities	29%	29%	31%	29%
There are no major barriers to my career progression	23%	29%	24%	29%
Lack of support for temporary assignments/secondments	18%	17%	20%	15%
Lack of support from my manager/supervisor	15%	13%	13%	13%
Insufficient training and development	13%	12%	17%	15%
Other	11%	12%	12%	9%
Lack of required capabilities or experience	10%	10%	13%	11%

% are calculated with the number of unique respondents (N = 450 to this question)

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes	24%	19%	23%	27%
No	64%	65%	62%	56%
Don't know	12%	16%	15%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	61%	68%	64%	65%
No	39%	29%	33%	32%
Don't know	1%	3%	3%	4%

UNACCEPTABLE CONDUCT

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		24%	25%	25%	33%
No		68%	65%	65%	57%
Don't know		8%	10%	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		14%	13%	12%	18%
No		80%	80%	81%	75%
Don't know		6%	6%	7%	7%

UNACCEPTABLE CONDUCT

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

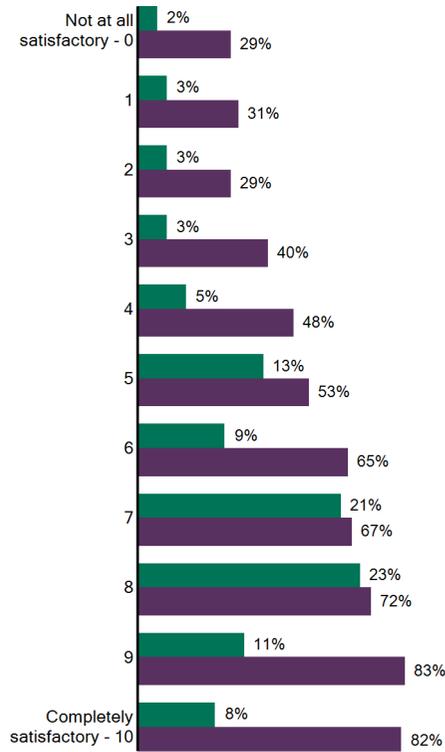|	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Your immediate manager/supervisor	28%	23%	20%	23%
A senior manager	22%	14%	21%	21%
A fellow worker at your level	18%	23%	29%	27%
A subordinate	14%	11%	12%	7%
Prefer not to say	9%	25%	11%	13%
A client or customer	6%	3%	3%	3%
Other	3%	-	4%	5%
A member of the public other than a client or customer	0%	-	1%	1%

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work				
Yes	2%	1%	1%	4%
No	97%	97%	97%	94%
Don't know	1%	2%	2%	2%
Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months				
A person at work	(r)			
A member of the public	(r)			
Other	(r)			
Prefer not to say	(r)			

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019
Q7. My workplace is a place that gets things done	20 / 54 / 13 / 8	74%	-	73%	77%
Q8. My workplace is a place where people can have honest conversations	21 / 41 / 16 / 15 / 7	62%	-	62%	65%
Q9. My workplace is a great place to work	20 / 41 / 23 / 9 / 7	61%	-	63%	68%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

	2019	PARENT 2019	CLUSTER 2019
Q1. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?			
Secretary and executive team	5%	5%	5%
Deputy Secretary and executive team	8%	8%	8%
Executive Directors	20%	20%	18%
Directors	52%	37%	26%
The managers of my manager/team leader	14%	30%	42%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q2. How effective have senior managers been in seeking further feedback and insight from you on the PMES results?				
Very effective		12%	15%	12%
Effective		32%	35%	33%
Neither effective nor ineffective		35%	34%	38%
Ineffective		12%	10%	10%
Very ineffective		9%	6%	6%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

Q3. How effective have senior managers been in implementing clear and relevant action plans to address the PMES results?

	2019	PARENT 2019	CLUSTER 2019
Very effective	10%	11%	10%
Effective	29%	34%	35%
Neither effective nor ineffective	37%	37%	40%
Ineffective	15%	12%	10%
Very ineffective	9%	5%	5%

EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q4. How satisfied are you with working in an activity based working environment?				
Very satisfied		9%	12%	18%
Satisfied		22%	28%	38%
Neither satisfied or unsatisfied		16%	20%	20%
Unsatisfied		6%	7%	7%
Very unsatisfied		16%	10%	5%
Not applicable (not currently working in ABW environment)		31%	23%	12%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q5. If you are not using flexible work options what is the main reason? (flexible work includes flexible start and finish times, part-time, casual, job share, working from home, another				
The requirements of the role or work environment do not allow it	▮	10%	17%	25%
Personal circumstances do not allow it		0%	1%	2%
Cannot reach agreement with manager	▮	7%	5%	6%
Personal choice	▮	10%	11%	12%
Not Applicable - I am currently using flexible work options	▬▬▬▬	74%	66%	56%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q6. What action or activity would you recommend to peers as most important for career development?				
Networking with peers	■	10%	8%	7%
Networking with senior leaders	■	11%	9%	12%
Formal training for technical skills	■	13%	13%	14%
Self-directed learning (e.g. online courses)	|	1%	2%	4%
Formal leadership program	▌	4%	4%	4%

ALL QUESTIONS

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q6. What action or activity would you recommend to peers as most important for career development?				
Temporary work or placement in another role (e.g. secondment, stretch assignment, project work)		39%	40%	30%
Taking on a coach or mentor		8%	7%	9%
Shadowing – observing a colleague to learn new skills		7%	8%	11%
Developing experience or exposure in another agency		3%	6%	4%
Developing experience or exposure in the private sector		4%	3%	3%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

FINANCE AND SERVICES

CUSTOMISED QUESTIONS

Q10. Applying the "7 habits of highly effective people" has been valuable in improving my work performance and behaviours

	2019	PARENT 2019	CLUSTER 2019
Strongly agree	1%	1%	9%
Agree	3%	5%	23%
Neither agree nor disagree	9%	12%	22%
Disagree	2%	2%	6%
Strongly disagree	5%	3%	6%
Not Applicable - – I have not received training in the '7 habits of highly effective people'	80%	77%	34%

PERCENTAGE

PERSONAL AND WORK PROFILES

47%

46%

6%

Results are rounded and may not add up to 100%

GENDER

	PERCENTAGE
Male	47%
Female	46%
Other	6%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
AGE	
15-19	0%
20-24	0%
25-29	2%
30-34	7%
35-39	12%
40-44	20%
45-49	23%
50-54	12%
55-59	14%
60-64	7%
65+	1%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

TYPE OF WORK		PERCENTAGE
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		49%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		10%
Administrative support (e.g. executive/personal assistant, receptionist)		8%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		1%
Policy		2%
Research		3%
Program and project management support		13%
Legal (including developing and/or reviewing legislation)		1%
Other		13%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

SALARY

	Less than $44,646	$44,646 - $52,455	$52,456- $63,198	$63,199 - $70,651	$70,652 - $83,402	$83,403 - $94,781	$94,782 - $108,043	$108,044 - $124,964	$124,965 - $144,520	$144,521 - $161,706	$161,707 - $187,899	$187,900 - $268,000	$268,001 - $337,100	$337,101 or more	Prefer not to say
PERCENTAGES	0%	0%	0%	0%	8%	5%	21%	31%	16%	1%	0%	2%	0%	0%	13%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
TENURE IN ORGANISATION	
Less than 1 year	9%
1 - 2 years	9%
2 - 5 years	15%
5 - 10 years	19%
10 - 20 years	38%
More than 20 years	10%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

PERCENTAGE

FLEXIBLE WORKING

	PERCENTAGE
Flexible start and finish times	85%
Working from home	64%
Working from different locations	48%
Working additional hours to make up for time off	23%
Working more hours over fewer days	10%
Part-time work	7%
Leave without pay	7%

% are calculated with the number of unique respondents (N = 444 to this question)

PERCENTAGE

PERSONAL AND WORK PROFILES

6%

3%

3%

2%

Results are rounded and may not add up to 100%

FLEXIBLE WORKING

	PERCENTAGE
None of the above	6%
Flexible scheduling for rostered workers	3%
Purchasing annual leave	3%
Other	2%
Study leave	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 444 to this question)

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	463	217	43	34	5	7	13	59	4	57
EMPLOYEE ENGAGEMENT	65%	63%	69%	67%	(r)	(r)	(r)	66%	(r)	65%
ENGAGEMENT WITH WORK	70%	69%	74%	71%	(r)	(r)	(r)	75%	(r)	63%
SENIOR MANAGERS	50%	44%	53%	61%	(r)	(r)	(r)	56%	(r)	50%
COMMUNICATION	65%	64%	68%	69%	(r)	(r)	(r)	67%	(r)	67%
HIGH PERFORMANCE	63%	58%	68%	74%	(r)	(r)	(r)	68%	(r)	62%
PUBLIC SECTOR VALUES	64%	61%	67%	74%	(r)	(r)	(r)	67%	(r)	65%
DIVERSITY & INCLUSION	74%	72%	76%	76%	(r)	(r)	(r)	79%	(r)	76%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	SafeWork NSW	Less than $44,646	$44,646 - $52,455	$52,456- $63,198	$63,199 - $70,651	$70,652 - $83,402	$83,403 - $94,781	$94,782 - $108,043	$108,044 - $124,964	$124,965 - $144,520	$144,521 - $161,706	$161,707 - $187,899	$187,900 - $268,000	$268,001 - $337,100
NUMBER OF RESPONDENTS	463	1	0	1	2	37	23	94	137	71	3	2	7	2
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	71%	(r)	68%	60%	73%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	80%	(r)	77%	64%	79%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	58%	(r)	52%	45%	60%	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	70%	(r)	69%	61%	77%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	72%	(r)	68%	56%	70%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	72%	(r)	67%	59%	73%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	76%	(r)	79%	69%	83%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	SafeWork NSW	$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	463	1	57
EMPLOYEE ENGAGEMENT	65%	(r)	54%
ENGAGEMENT WITH WORK	70%	(r)	53%
SENIOR MANAGERS	50%	(r)	37%
COMMUNICATION	65%	(r)	51%
HIGH PERFORMANCE	63%	(r)	50%
PUBLIC SECTOR VALUES	64%	(r)	54%
DIVERSITY & INCLUSION	74%	(r)	63%

KEY **AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE** **AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE** **r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	SafeWork NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	463	39	40	66	82	165	45
EMPLOYEE ENGAGEMENT	65%	77%	72%	64%	63%	64%	64%
ENGAGEMENT WITH WORK	70%	84%	78%	73%	68%	66%	67%
SENIOR MANAGERS	50%	68%	60%	51%	47%	46%	46%
COMMUNICATION	65%	78%	76%	66%	64%	63%	60%
HIGH PERFORMANCE	63%	78%	69%	61%	63%	60%	58%
PUBLIC SECTOR VALUES	64%	79%	73%	62%	62%	62%	62%
DIVERSITY & INCLUSION	74%	84%	81%	75%	72%	74%	69%

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	463	378	46	102	14	33	6	213	284	14	29	8	9	25
EMPLOYEE ENGAGEMENT	65%	65%	61%	68%	(r)	65%	(r)	65%	66%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	72%	68%	72%	(r)	62%	(r)	74%	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	51%	45%	49%	(r)	54%	(r)	51%	50%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	67%	65%	68%	(r)	65%	(r)	69%	68%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	65%	62%	65%	(r)	67%	(r)	65%	65%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	66%	61%	67%	(r)	64%	(r)	66%	66%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	76%	73%	79%	(r)	75%	(r)	77%	77%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY
AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE
AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	Sydney East	Sydney West	Central Coast	Sydney - Baulkham Hills and Hawkesbury	Sydney - South West	Sydney - City and Inner South	Newcastle and Lake Macquarie	Sydney - Outer West and Blue Mountains	Illawarra	Richmond - Tweed	Sydney - North Sydney and Hornsby	Riverina	Coffs Harbour - Grafton
NUMBER OF RESPONDENTS	463	40	107	139	53	39	33	27	14	13	6	6	5	4
EMPLOYEE ENGAGEMENT	65%	64%	67%	68%	61%	69%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	68%	74%	73%	67%	81%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	55%	49%	54%	44%	47%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	70%	67%	68%	64%	66%	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	63%	62%	69%	58%	65%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	70%	63%	69%	57%	66%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	74%	75%	80%	71%	79%	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY — AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE | AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE | r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

REGION

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	Far West and Orana	New England and North West	Capital Region	Mid North Coast	Murray	Southern Highlands and Shoalhaven	Central West	Hunter Valley exc Newcastle	Sydney - Parramatta	Sydney - Ryde	Outside NSW	Sydney - Blacktown	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	463	4	4	3	3	3	3	1	1	1	1	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY — AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE — AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE — r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	Sydney - Inner South West	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	463	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	(r)	(r)

KEY
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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

Results are rounded and may not add up to 100%

	SafeWork NSW	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	463	2	1	10	30	53	85	96	52	60	30	6
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	70%	72%	69%	65%	67%	59%	63%	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	(r)	70%	81%	80%	70%	71%	63%	63%	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	64%	53%	55%	46%	51%	44%	48%	(r)
COMMUNICATION	65%	(r)	(r)	(r)	73%	74%	70%	68%	65%	54%	61%	(r)
HIGH PERFORMANCE	63%	(r)	(r)	(r)	70%	70%	65%	62%	64%	54%	64%	(r)
PUBLIC SECTOR VALUES	64%	(r)	(r)	(r)	70%	69%	68%	62%	66%	58%	62%	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	81%	82%	76%	76%	75%	68%	69%	(r)

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   **r** = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

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	SafeWork NSW	Male	Female	Other
NUMBER OF RESPONDENTS	463	208	203	28
EMPLOYEE ENGAGEMENT	65%	66%	66%	(r)
ENGAGEMENT WITH WORK	70%	71%	72%	(r)
SENIOR MANAGERS	50%	48%	54%	(r)
COMMUNICATION	65%	65%	69%	(r)
HIGH PERFORMANCE	63%	61%	66%	(r)
PUBLIC SECTOR VALUES	64%	64%	67%	(r)
DIVERSITY & INCLUSION	74%	74%	77%	(r)

KEY AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

GUIDE TO THIS REPORT

SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

Agreement	Neither Agree nor Disagree	Disagreement

PRIVACY

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.

Organisational Unit Report

Better Regulation

Parent unit: Department of Customer Service

people matter

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

NSW public sector

▸ Customer Service

   ▸ Department of Customer Service

      ▸ Better Regulation

Contents

See your results at a glance

Headline results for key topics

people matter

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.

Response rate

84%

1,534 OF 1,830 RESPONDENTS

Compared to 2019: 83%

Employee engagement

67%

Compared to

2019	+3 (65%)
Sector	0 (67%)
Cluster	-4 (72%)

Job satisfaction

69%

Compared to

2019	+3 (66%)
Sector	0 (70%)
Cluster	-3 (73%)

Wellbeing, health and safety

78%

Compared to

2019	+5 (73%)
Sector	+2 (76%)
Cluster	-2 (80%)

Senior managers

66%

Compared to

2019	+7 (59%)
Sector	+8 (58%)
Cluster	-3 (69%)

Communication and change management

68%

Compared to

2019	+13 (56%)
Sector	+7 (62%)
Cluster	-4 (72%)

Inclusion and diversity

79% ✻

Compared to

2019	+4 (74%)
Sector	+5 (74%)
Cluster	-3 (82%)

Flexible working satisfaction

91% ✻

Compared to

2019	+17 (74%)
Sector	+24 (67%)
Cluster	+10 (81%)

Role clarity and support

69%

Compared to

2019	+2 (67%)
Sector	+4 (66%)
Cluster	-3 (73%)

Autonomy and employee voice

78%

Compared to

2019	+8 (70%)
Sector	+7 (71%)
Cluster	-1 (79%)

Feedback and performance management

66%

Compared to

2019	+4 (62%)
Sector	+4 (63%)
Cluster	-5 (71%)

Learning and development

56%

Compared to

2019	+3 (53%)
Sector	+1 (54%)
Cluster	-5 (61%)

people matter

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.

Recruitment

50% ❗

Compared to

2019	+5 (45%)
Sector	+5 (45%)
Cluster	-6 (57%)

Teamwork and collaboration

75%

Compared to

2019	+9 (66%)
Sector	+6 (69%)
Cluster	-2 (77%)

Risk and innovation

79% ✳

Compared to

2019	+5 (74%)
Sector	+4 (75%)
Cluster	-4 (83%)

Decision making and accountability

66%

Compared to

2019	+6 (60%)
Sector	+5 (60%)
Cluster	-5 (71%)

Customer service

78%

Compared to

2019	0 (79%)
Sector	+4 (74%)
Cluster	-5 (83%)

Pay

74%

Compared to

2019	-3 (77%)
Sector	+11 (63%)
Cluster	+2 (72%)

Grievance processes

47% ❗

Compared to

2019	+9 (38%)
Sector	+3 (45%)
Cluster	-11 (58%)

Action on survey results

54% ❗

Compared to

2019	+7 (47%)
Sector	+9 (45%)
Cluster	-7 (61%)
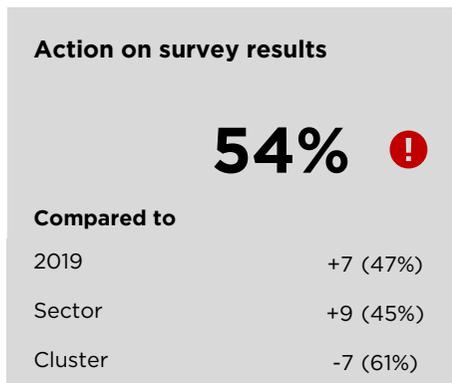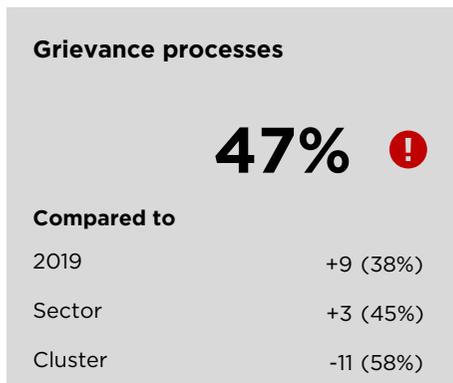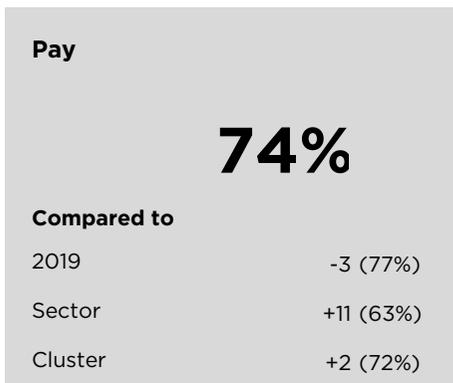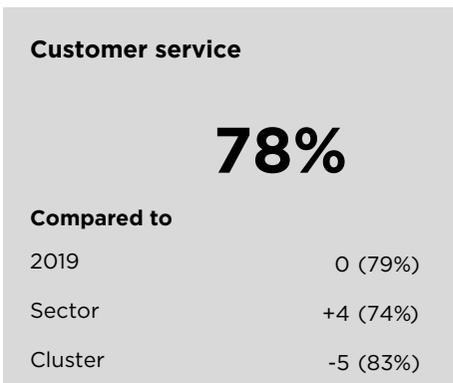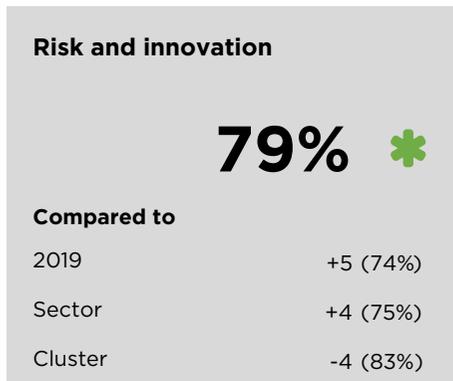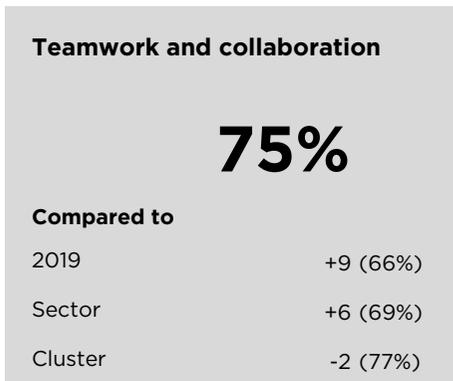
Top increases in favourable scores

These are the questions with the biggest increases in % favourable scores from 2019 to 2020.

Consider why these scores have increased. Was it due to actions you took in response to last year's survey results or something else?

	2020 % favourable	2019 % favourable	Change
How satisfied are you with your ability to access and use flexible working arrangements?	92%	71%	+21%
My manager supports flexible working in my team	91%	77%	+13%
My organisation is making improvements to meet future challenges	67%	55%	+12%
Senior managers keep employees informed about what's going on	68%	57%	+11%
There is good co-operation between teams across my organisation	57%	46%	+11%

Target specific areas and get tips for taking action

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.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Employee engagement (total score)		67%	65%	67%	72%	72%
I would recommend my organisation as a great place to work	72 / 18 / 10	72%	62%	68%	77%	77%
I am proud to tell others I work for my organisation	72 / 20 / 8	72%	66%	74%	78%	78%
I feel a strong personal attachment to my organisation	62 / 25 / 12	62%	61%	66%	65%	65%
My organisation motivates me to help it achieve its goals	61 / 26 / 13	61%	56%	59%	69%	69%
My organisation inspires me to do the best in my job	59 / 28 / 13	59%	54%	59%	69%	69%

Favourable | Neutral | Unfavourable

r = below privacy cut-off

Job satisfaction

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

Role clarity and support, autonomy and feedback are some factors that impact job satisfaction.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Job satisfaction (total score)		**69%**	66%	70%	73%	73%
My job gives me a feeling of personal accomplishment	73 / 15 / 12	73%	72%	75%	76%	76%
I feel motivated to contribute more than what is normally required at work	69 / 17 / 14	69%	70%	71%	75%	75%
I am satisfied with my job	71 / 16 / 12	71%	66%	71%	74%	74%
I find my life at work fulfilling	64 / 26 / 10	64%	56%	62%	66%	66%
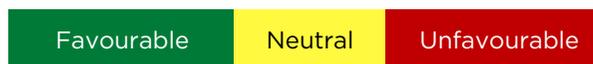
Favourable | Neutral | Unfavourable

r = below privacy cut-off

Wellbeing, health and safety

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

See some tips for managing employee wellbeing during COVID-19.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Wellbeing, health and safety (total score)		**78%**	73%	76%	80%	80%
I can keep my work stress at an acceptable level	68 / 18 / 14	68%	62%	63%	72%	72%
I know how to address a health and safety issue I have found	90 / 7	90%	85%	87%	89%	89%
In general, my sense of wellbeing is...	69 / 25	69%	64%	65%	71%	71%
I am confident that I am contributing my best at work	81 / 15	81%	79%	80%	84%	84%
There are people at work who care about me	81 / 15	81%	-	82%	85%	85%
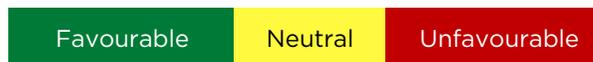
Favourable	Neutral	Unfavourable

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Senior managers

people matter

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.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Senior managers (total score)		**66%**	59%	58%	69%	69%
Senior managers provide clear direction for the future of the organisation	61 / 22 / 17	61%	54%	53%	65%	65%
Senior managers model the values of my organisation	65 / 24 / 11	65%	58%	58%	69%	69%
Senior managers promote collaboration between my organisation and other organisations we work with	65 / 26 / 9	65%	58%	56%	66%	66%
Senior managers communicate the importance of customers in our work	80 / 14	80%	71%	70%	82%	82%
Senior managers keep employees informed about what's going on	68 / 18 / 14	68%	57%	57%	70%	70%
Senior managers listen to employees	55 / 28 / 17	55%	50%	49%	60%	60%
Senior managers support the career advancement of women	66 / 30	66%	65%	64%	71%	71%

Legend: ■ Favourable ■ Neutral ■ Unfavourable

r = below privacy cut-off

Communication and change management

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

Effective communication is always important, but is most critical before, during and after periods of change.

See some tips for managing change.

			2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Communication and change management (total score)			**68%**	56%	62%	72%	72%
My manager communicates effectively with me	82	10	8	82%	74%	75%	82%	82%
Senior managers provide clear direction for the future of the organisation	61	22	17	61%	54%	53%	65%	65%
Senior managers keep employees informed about what's going on	68	18	14	68%	57%	57%	70%	70%
Change is managed well in my organisation	43	30	27	43%	38%	41%	54%	54%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)	87	8		87%	-	83%	89%	89%
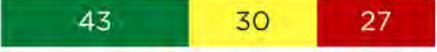
Favourable | **Neutral** | **Unfavourable**

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Inclusion and diversity

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

Find out more about inclusion in the NSW public sector.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Inclusion and diversity (total score)	**79%**	74%	74%	82%	82%
People in my workgroup treat each other with respect	87%	77%	80%	88%	88%
Senior managers support the career advancement of women	66%	65%	64%	71%	71%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%	80%	79%	87%	87%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	83%	77%	79%	86%	86%
I can speak up and share a different view to others in my organisation	77%	73%	69%	78%	78%

Bar values:
- People in my workgroup treat each other with respect: 87 | 8
- Senior managers support the career advancement of women: 66 | 30
- My organisation respects individual differences: 82 | 13
- Personal background is not a barrier to participation: 83 | 11
- I can speak up and share a different view: 77 | 14 | 9

Favourable | **Neutral** | **Unfavourable**

r = below privacy cut-off

Flexible working satisfaction

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

See some flexible teams resources for managers.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Flexible working satisfaction (total score)	**91%**	74%	67%	81%	81%
How satisfied are you with your ability to access and use flexible working arrangements?	92%	71%	65%	80%	80%
My manager supports flexible working in my team	91%	77%	68%	83%	83%

Favourable   Neutral   Unfavourable

r = below privacy cut-off

Flexible working use

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

See some flexible teams resources for managers.

Type of flexible working	2020 % respondents	2019 % respondents
Flexible start and finish times	85%	79%
Working more hours over fewer days	14%	9%
Working additional hours to make up for time off	25%	23%
Flexible scheduling for rostered workers	7%	4%
Part-time work	7%	7%
Job sharing	1%	1%
Working from different locations	31%	33%

r = below privacy cut-off

Type of flexible working	2020 % respondents	2019 % respondents
Working from home	90%	51%
Purchasing annual leave	2%	2%
Leave without pay	4%	6%
Study leave	2%	2%
Other	2%	1%
None of the above	2%	9%

Role clarity and support

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

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

See some tips for improving role clarity and support.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Role clarity and support (total score)	**69%**	67%	66%	73%	73%
I understand what is expected of me to do well in my role	83%	85%	84%	86%	86%
I am provided with the support I need to do my job well	72%	65%	65%	74%	74%
I have the tools and technology to do my job well	76%	-	71%	77%	77%
I have the time to do my job well	64%	-	57%	68%	68%
My performance is assessed against clear criteria	59%	58%	55%	64%	64%
I have received the training and development I need to do my job well	62%	60%	62%	66%	66%

Bar chart values (Favourable / Neutral / Unfavourable):
- I understand what is expected of me to do well in my role: 83 / 10 / (r)
- I am provided with the support I need to do my job well: 72 / 15 / 13
- I have the tools and technology to do my job well: 76 / 11 / 12
- I have the time to do my job well: 64 / 17 / 20
- My performance is assessed against clear criteria: 59 / 25 / 16
- I have received the training and development I need to do my job well: 62 / 23 / 15

Legend: Favourable | Neutral | Unfavourable

r = below privacy cut-off

Autonomy and employee voice

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

Autonomy and employee voice can have major impacts on job satisfaction and employee engagement.

See some tips for increasing autonomy and giving employees a voice.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Autonomy and employee voice (total score)	**78%**	70%	71%	79%	79%
I can make the decisions needed to help customers	85%	-	81%	85%	85%
My manager listens to what I have to say	84%	79%	79%	85%	85%
My manager encourages and values employee input	84%	77%	76%	85%	85%
My manager involves my workgroup in decisions about our work	80%	70%	71%	79%	79%
Senior managers listen to employees	55%	50%	49%	60%	60%
I can speak up and share a different view to others in my organisation	77%	73%	69%	78%	78%
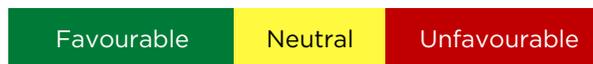
Bar chart values (Favourable / Neutral / Unfavourable):
- I can make the decisions needed to help customers: 85 | 9
- My manager listens to what I have to say: 84 | 10
- My manager encourages and values employee input: 84 | 10
- My manager involves my workgroup in decisions about our work: 80 | 12 | 8
- Senior managers listen to employees: 55 | 28 | 17
- I can speak up and share a different view to others in my organisation: 77 | 14 | 9

Legend: Favourable | Neutral | Unfavourable

r = below privacy cut-off

Feedback and performance management

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

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Feedback and performance management (total score)		**66%**	62%	63%	71%	71%
In the last 12 months, I have received feedback to help me improve my work	69 / 20 / 11	69%	71%	65%	74%	74%
My performance is assessed against clear criteria	59 / 25 / 16	59%	58%	55%	64%	64%
My manager provides recognition for the work I do	79 / 13 / 8	79%	74%	72%	80%	80%
My manager encourages me to learn from my mistakes	76 / 21 / r	76%	-	72%	81%	81%
My manager appropriately deals with employees who perform poorly	49 / 37 / 14	49%	46%	49%	58%	58%

Favourable   Neutral   Unfavourable

r = below privacy cut-off

Performance management processes

people matter

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

The Managing for Performance: Guide for Managers can help improve systems and performance outcomes.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
I have a performance and development plan that sets out my individual goals					
Yes	84%	91%	72%	78%	78%
No	16%	9%	28%	22%	22%
I have informal feedback conversations with my manager					
Yes	88%	83%	79%	85%	85%
No	12%	17%	21%	15%	15%
I have scheduled feedback conversations with my manager					
Yes	78%	79%	63%	77%	77%
No	22%	21%	37%	23%	23%

r = below privacy cut-off

Learning and development

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

The Managing for Performance: Guide for Managers can help plan and implement learning and development.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Learning and development (total score)	56%	53%	54%	61%	61%
I have received the training and development I need to do my job well	62%	60%	62%	66%	66%
I am satisfied with the opportunities available for career development in my organisation	51%	48%	48%	55%	55%
My organisation is committed to developing its employees	54%	51%	54%	63%	63%

Bars:
- I have received the training and development I need to do my job well: 62 / 23 / 15
- I am satisfied with the opportunities available for career development in my organisation: 51 / 23 / 25
- My organisation is committed to developing its employees: 54 / 27 / 19

Favourable | Neutral | Unfavourable

r = below privacy cut-off

Recruitment

Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

See the NSW public sector's recruitment and selection guide for tips to improve recruitment.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Recruitment (total score)		**50%**	45%	45%	57%	57%
I have confidence in the way recruitment decisions are made	43 / 29 / 28	43%	36%	38%	49%	49%
My organisation generally selects capable people to do the job	57 / 25 / 18	57%	54%	52%	64%	64%
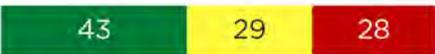
Favourable | Neutral | Unfavourable

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Mobility

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

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

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
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?					
Yes	40%	47%	40%	44%	44%
No	60%	53%	60%	56%	56%

r = below privacy cut-off

Barriers to mobility

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

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

Are there barriers preventing you from moving to another role? If so, what are they?	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
Lack of visible opportunities	31%	31%	32%	30%	30%
Lack of promotion opportunities	31%	34%	31%	28%	28%
Lack of support from my manager / supervisor	6%	13%	12%	8%	8%
Geographic location considerations	27%	34%	27%	23%	23%
Personal / family considerations	25%	27%	30%	24%	24%
Insufficient training and development	13%	17%	16%	13%	13%
Lack of required capabilities or experience	11%	13%	13%	13%	13%
Lack of support for temporary assignments / secondments	16%	20%	16%	13%	13%
The application / recruitment process is too cumbersome or time consuming	27%	31%	24%	21%	21%
Other	9%	12%	10%	10%	10%
There are no major barriers to my career progression	29%	24%	26%	30%	30%

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.

How long do you think you will continue to work in your current organisation?	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
Less than 1 year	6%	10%	6%	8%	8%
1 year to less than 2 years	8%	12%	8%	10%	10%
2 years to less than 5 years	23%	22%	20%	22%	22%
5 years to less than 10 years	28%	26%	25%	25%	25%
10 years to less than 20 years	23%	19%	24%	19%	19%
More than 20 years	12%	10%	17%	15%	15%

r = below privacy cut-off

Teamwork and collaboration

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

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

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Teamwork and collaboration (total score)	**75%**	66%	69%	77%	77%
My workgroup works collaboratively to achieve its goals — 84 / 9 / 7	84%	77%	78%	85%	85%
There is good team spirit in my workgroup — 80 / 11 / 9	80%	70%	74%	82%	82%
People in my workgroup treat each other with respect — 87 / 8	87%	77%	80%	88%	88%
Senior managers promote collaboration between my organisation and other organisations we work with — 65 / 26 / 9	65%	58%	56%	66%	66%
There is good co-operation between teams across my organisation — 57 / 26 / 17	57%	46%	54%	65%	65%

Favourable   Neutral   Unfavourable

r = below privacy cut-off

Risk and innovation

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

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

A healthy risk appetite can help foster innovation.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Risk and innovation (total score)		**79%**	74%	75%	83%	83%
I am comfortable notifying my manager if I become aware of any risks at work	93	93%	89%	88%	93%	93%
My manager encourages people in my workgroup to keep improving the work they do	81 / 14	81%	77%	75%	83%	83%
My manager encourages me to learn from my mistakes	76 / 21	76%	-	72%	81%	81%
My organisation is making improvements to meet future challenges	67 / 24 / 10	67%	55%	62%	73%	73%

Favourable   Neutral   Unfavourable
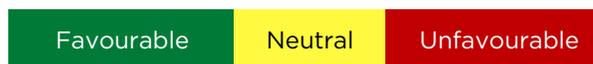
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Decision making and accountability

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.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Decision making and accountability (total score)	**66%**	60%	60%	71%	71%
I have confidence in the decisions my manager makes — 78 / 15 / 8	78%	72%	72%	80%	80%
People in my organisation take responsibility for their own actions — 54 / 30 / 17	54%	49%	48%	62%	62%

Favourable | Neutral | Unfavourable
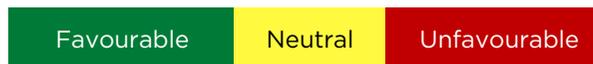
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Customer service

A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

The NSW public sector's Customer Commitments give a clear picture of what customers should expect when receiving government services.

		2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Customer service (total score)		**78%**	79%	74%	83%	83%
I can make the decisions needed to help customers	85 / 9	85%	-	81%	85%	85%
My workgroup strives to achieve customer satisfaction	89 / 8	89%	87%	85%	91%	91%
Senior managers communicate the importance of customers in our work	80 / 14	80%	71%	70%	82%	82%
The processes in my organisation are designed to provide the best experience for customers	61 / 26 / 13	61%	-	58%	71%	71%
My organisation meets the needs of the people of NSW	72 / 20 / 8	72%	-	69%	81%	81%
I am confident in my organisation's ability to support our customers during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)	84 / 11	84%	-	81%	88%	88%
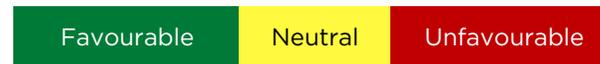
Favourable   Neutral   Unfavourable

r = below privacy cut-off

Pay

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
I am paid fairly for the work I do	**74** 14 12 74%	77%	63%	72%	72%
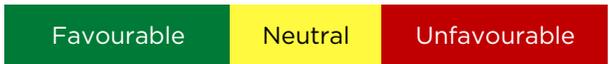
Favourable	Neutral	Unfavourable

r = below privacy cut-off

Grievance processes

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.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
I have confidence in the ways my organisation resolves grievances	47%	38%	45%	58%	58%

Bar: 47 (Favourable) | 35 (Neutral) | 17 (Unfavourable)

Favourable | Neutral | Unfavourable

r = below privacy cut-off
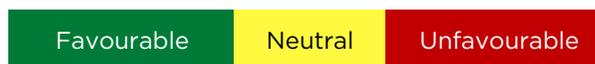
Action on survey results

Staff confidence that action will be taken on survey results is important for employee experience. Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

	2020 % favourable	2019 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
I am confident my organisation will act on the results of this survey	54%	47%	45%	61%	61%

Bar: Favourable 54 | Neutral 28 | Unfavourable 18

Favourable | Neutral | Unfavourable
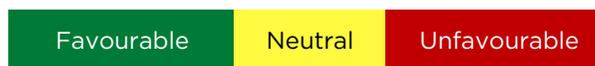
r = below privacy cut-off

Misconduct

Misconduct is behaviour that is unethical or illegal, or that breaches your organisation's code of conduct.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you ever felt pressured to engage in misconduct at work?					
Yes	1%	-	2%	1%	1%
No	98%	-	95%	96%	96%
Don't know	1%	-	3%	3%	3%
In the last 12 months, have you been aware of any misconduct in your organisation?					
Yes	10%	23%	16%	8%	8%
No	85%	62%	75%	85%	85%
Don't know	5%	15%	8%	7%	7%
Have you reported any of the misconduct you were aware of in the last 12 months?*					
Yes	56%	64%	58%	58%	58%
No	44%	33%	42%	42%	42%

r = below privacy cut-off

*Scores for 2019 may not add to 100% due to the removal of an answer option in 2020

Bullying

Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.

Learn more about understanding and preventing bullying during COVID-19.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you witnessed bullying at work?					
Yes	14%	25%	22%	12%	12%
No	81%	65%	72%	82%	82%
Don't know	5%	9%	6%	6%	6%
In the last 12 months, have you been bullied at work?					
Yes	9%	12%	14%	8%	8%
No	87%	81%	81%	88%	88%
Don't know	4%	7%	5%	4%	4%

r = below privacy cut-off

Perpetrators of bullying

Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.

Learn more about understanding and preventing bullying during COVID-19.

Who has been the source of bullying in the last 12 months?	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
A senior manager	31%	-	28%	21%	21%
Your immediate manager / supervisor	24%	-	31%	30%	30%
Another manager	19%	-	16%	16%	16%
A fellow worker at your level	26%	-	34%	34%	34%
A subordinate	13%	-	12%	8%	8%
A customer	r	-	8%	-	-
A member of the public other than a customer	r	-	3%	-	-
Other	r	-	4%	-	-
Prefer not to say	12%	-	11%	14%	14%

r = below privacy cut-off

Sexual harassment and physical harm

Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated.

	2020 % respondents	2019 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you experienced sexual harassment at work?					
Yes	3%	-	4%	2%	2%
Prefer not to say	1%	-	2%	1%	1%
No	96%	-	94%	96%	96%
In the last 12 months, have you been threatened with physical harm or physically harmed at work?					
Yes	1%	-	6%	1%	1%
No	99%	-	94%	99%	99%

r = below privacy cut-off

Explore how to drive engagement

Key drivers of employee engagement

The key drivers of employee engagement are the survey questions most strongly related to engagement in your team or organisation.

Improving these areas could help boost employee engagement.

Key driver question	Topic
My organisation is committed to developing its employees	Learning and development
I am satisfied with my job	Job satisfaction
I feel motivated to contribute more than what is normally required at work	Job satisfaction
My organisation meets the needs of the people of NSW	Customer service
My organisation is making improvements to meet future challenges	Risk and innovation

Compare organisational units one level down

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	BRD Deputy Secretary Office	Business Operations, Performance & Assurance	Community Engagement	Compliance & Dispute Resolution	Investigations & Enforcement	Licensing & Funds	Office of the Registrar General	Policy & Strategy	Professional Standards Authority
EMPLOYEE ENGAGEMENT	67%	70%	69%	67%	67%	71%	66%	78%+	64%	66%
WELLBEING, HEALTH AND SAFETY	78%	83%+	81%	74%	78%	83%+	78%	83%+	74%	78%
SENIOR MANAGERS	66%	58%^	73%+	65%	61%^	72%+	67%	82%+	66%	72%+
COMMUNICATION AND CHANGE MANAGEMENT	68%	59%^	74%+	67%	62%^	75%+	70%	79%+	72%	81%+
INCLUSION AND DIVERSITY	79%	72%^	83%	81%	75%	83%	76%	86%+	82%	79%
ROLE CLARITY AND SUPPORT	69%	68%	74%+	67%	69%	77%+	65%	77%+	70%	70%
AUTONOMY AND EMPLOYEE VOICE	78%	76%	81%	75%	76%	84%+	76%	87%+	79%	76%
LEARNING AND DEVELOPMENT	56%	60%	63%+	52%	56%	61%+	54%	70%+	55%	65%+
TEAMWORK AND COLLABORATION	75%	76%	78%	71%	73%	80%+	75%	90%+	78%	79%

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

Discover if different groups of employees 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
Male	36
Female	50
Non-binary	(r)
Prefer not to say	(r)

Age	
15 - 34 years	14
35 - 54 years	45
55+ years	18
Prefer not to say	24

LOTE spoken at home	
Yes	19
No	69
Prefer not to say	13

Aboriginal and/or Torres Strait Islander	
Yes	2
No	86
Prefer not to say	11

Disability	
Yes	5
No	84
Prefer not to say	11

LGBTIQ+	% respondents
Yes	3
No	87
Prefer not to say	10

Employment status	
Senior executive	3
Ongoing / permanent	90
Temporary	3
Casual	(r)
Contract-non-executive	2
Labour hire	(r)
Other	(r)
Don't know	(r)

Working arrangement	
Full-time	94
Part-time	6

Frontline / Non-frontline staff	
Frontline	35
Non-frontline	65

Type of work	% respondents
Service delivery involving direct contact with the public	35
Other service delivery work	9
Administrative support	8
Corporate services	3
Policy	6
Research	2
Program and project management support	12
Legal	2
Other	23

Organisation tenure	
Less than 1 year	10
1 year to less than 2 years	7
2 years to less than 5 years	27
5 years to less than 10 years	20
10 years to less than 20 years	24
More than 20 years	12

Salary	
$85,743 and below	18
$85,744 - $111,076	36
$111,077 - $148,578	25
$148,579 and above	5
Prefer not to say	16

	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	67%	69%	70%	(r)	64%	61%^	74%+	74%+	71%	71%	70%
WELLBEING, HEALTH AND SAFETY	78%	79%	80%	(r)	74%	70%^	81%	82%+	80%	81%	80%
SENIOR MANAGERS	66%	69%	69%	(r)	52%^	61%	81%+	74%+	72%+	70%+	69%
COMMUNICATION AND CHANGE MANAGEMENT	68%	70%	72%	(r)	60%^	64%	78%+	76%+	74%+	73%	72%
INCLUSION AND DIVERSITY	79%	82%	81%	(r)	77%	72%^	91%+	82%	84%+	82%	82%
ROLE CLARITY AND SUPPORT	69%	73%	73%	(r)	68%	62%^	78%+	78%+	77%+	73%	75%+
AUTONOMY AND EMPLOYEE VOICE	78%	80%	80%	(r)	72%^	69%^	85%+	82%+	84%+	81%	81%
LEARNING AND DEVELOPMENT	56%	60%	59%	(r)	54%	49%^	68%+	68%+	63%+	61%+	62%+
TEAMWORK AND COLLABORATION	75%	78%	76%	(r)	73%	71%	86%+	81%+	80%+	77%	80%+

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

Key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work (work that does not involve contact with the public)	Administrative support (e.g. executive / personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
EMPLOYEE ENGAGEMENT	67%	65%	70%	74%+	73%+	66%	(r)	71%	66%	66%
WELLBEING, HEALTH AND SAFETY	78%	77%	82%	83%+	80%	75%	(r)	79%	79%	76%
SENIOR MANAGERS	66%	60%^	73%+	73%+	71%+	71%+	(r)	71%+	68%	65%
COMMUNICATION AND CHANGE MANAGEMENT	68%	63%^	75%+	76%+	75%+	76%+	(r)	73%	66%	68%
INCLUSION AND DIVERSITY	79%	77%	81%	84%+	87%+	85%+	(r)	86%+	78%	76%
ROLE CLARITY AND SUPPORT	69%	68%	73%	83%+	81%+	68%	(r)	71%	68%	67%
AUTONOMY AND EMPLOYEE VOICE	78%	75%	82%	85%+	87%+	81%	(r)	82%	74%	75%
LEARNING AND DEVELOPMENT	56%	53%	62%+	65%+	66%+	59%	(r)	53%	63%+	55%
TEAMWORK AND COLLABORATION	75%	72%	78%	81%+	87%+	83%+	(r)	80%+	75%	71%

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

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	67%	71%	72%	68%	67%	67%	68%
WELLBEING, HEALTH AND SAFETY	78%	79%	77%	80%	79%	76%	79%
SENIOR MANAGERS	66%	69%	70%	69%	66%	61%	66%
COMMUNICATION AND CHANGE MANAGEMENT	68%	73%+	73%+	71%	67%	64%	70%
INCLUSION AND DIVERSITY	79%	80%	80%	82%	78%	78%	80%
ROLE CLARITY AND SUPPORT	69%	75%+	69%	73%	69%	66%	73%
AUTONOMY AND EMPLOYEE VOICE	78%	82%+	81%	80%	77%	75%	79%
LEARNING AND DEVELOPMENT	56%	63%+	63%+	56%	55%	51%	62%+
TEAMWORK AND COLLABORATION	75%	78%	76%	77%	74%	73%	75%

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

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	67%	68%	69%	(r)	68%	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	78%	76%	79%	(r)	78%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	67%	70%	(r)	64%	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	68%	69%	72%	(r)	67%	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	79%	77%	82%	(r)	81%	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	69%	69%	72%	(r)	71%	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	78%	77%	80%	(r)	79%	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	56%	62%+	58%	(r)	57%	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	75%	74%	77%	(r)	75%	(r)	(r)	(r)	(r)

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

	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	67%	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	78%	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	66%	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	68%	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	79%	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	69%	(r)	(r)	(r)	(r)	75%+	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	78%	(r)	(r)	(r)	(r)	78%	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	56%	(r)	(r)	(r)	(r)	61%+	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	75%	(r)	(r)	(r)	(r)	75%	(r)	(r)	(r)	(r)

+ at least 5 percentage points higher than report unit   ^ at least 5 percentage points lower than report unit

Find out more about how the survey works

Additional information

Survey period

The People Matter Employee Survey 2020 opened on Monday, 19 October and closed on Friday, 13 November. The survey usually runs in the middle of the year but was delayed due to the COVID-19 pandemic.

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 five question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

% favourable calculation

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

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.

Rounding

Results are presented as whole numbers for ease of reading. Results will not always add up to 100% due to rounding. Values less than 0.5 are rounded down. Values equal to or greater than 0.5 are rounded up.

people matter

2021 | NSW Public Sector Employee Survey

Organisational Unit Report

Better Regulation

Parent unit: Department of Customer Service

Survey period: 23 August to 17 September 2021

Completed surveys: 1,625

Response rate: 82%

Response rate:

82%

NSW GOVERNMENT | Public Service Commission

ENGINE

people matter

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

NSW public sector

▸ Customer Service

   ▸ Department of Customer Service

      ▸ Better Regulation

Contents

High level results
Discover key results and patterns

Headline results for key topics

people matter

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.

Purpose and direction

Role clarity and support
72%
2020   +3 (69%)

Job purpose and enrichment
79%
2020   -

Risk and innovation *
81%
2020   +2 (79%)

Work environment

Health and safety *
82%
2020   -

Grievance handling !
52%
2020   +5 (47%)

Inclusion and diversity !
81%
2020   +2 (79%)

Teamwork and collaboration
75%
2020   +3 (72%)

Flexible working *
92%
2020   +1 (91%)

Enabling practices

Recruitment !
55%
2020   +5 (50%)

Learning and development !
63%
2020   +7 (56%)

Pay
79%
2020   +5 (74%)

Recognition
73%
2020   -

Feedback and performance management
67%
2020   +4 (63%)

Leadership

Senior managers
74%
2020   +8 (66%)

Decision making and accountability
70%
2020   +5 (66%)

Communication and change management
70%
2020   +6 (64%)

Employee voice
79%
2020   +3 (76%)

Action on survey results
64%
2020   +10 (54%)

Outcomes

Employee engagement
70
2020   +3 (67)

Job satisfaction
72%
2020   +2 (69%)

Wellbeing
73%
2020   0 (72%)

Customer service
80%
2020   +9 (71%)

0–49%	50–74%	75–100%

r = below privacy cut-off

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
Flexible working	8h	My manager supports flexible working in my team		93%	+2%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?		92%	0%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		91%	-1%
Inclusion and diversity	2c	People in my workgroup treat each other with respect		88%	+1%
Customer service	2d	People in my workgroup can explain how their work impacts customers		87%	-

⊖ Questions with the lowest favourable scores

				2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made		47%	+5%
Communication and change management	7b	Change is managed well in my organisation		49%	+6%
Grievance handling	10	I have confidence in the ways my organisation handles grievances		52%	+5%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly		53%	+5%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation		59%	+8%

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
Employee voice / Senior managers	6f	Senior managers listen to employees		67%	+12%
Action on survey results	9	I am confident my organisation will act on the results of this survey		64%	+10%
Learning and development	7e	My organisation is committed to developing its employees		64%	+10%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on		77%	+9%
Senior managers	6b	Senior managers model the values of my organisation		74%	+9%

⊖ Least improved questions

				2021 % favourable	difference from 2020
Wellbeing	1m	In general, my sense of wellbeing is...		65%	-4%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		91%	-1%
Job satisfaction	1n	I find my life at work fulfilling		63%	-1%
Employee voice / Inclusion and diversity	8c	I can speak up and share a different view to others in my organisation		77%	0%
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		84%	0%

0–49%	50–74%	75–100%

<= -5%	+/- 5%	>= +5%

people matter

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	**64**%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	**72**%	Maintain
Communication and change management	7b	Change is managed well in my organisation	**49**%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	**63**%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	**67**%	Improve
Senior managers	6b	Senior managers model the values of my organisation	**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	difference from Parent
Employee engagement (total score)*			70	+3	+3	-4	-4
7j	I would recommend my organisation as a great place to work	76 / 15 / 9	76%	+4%	+9%	-4%	-4%
7k	I am proud to tell others I work for my organisation	74 / 19 / 7	74%	+3%	+1%	-6%	-6%
7l	I feel a strong personal attachment to my organisation	65 / 23 / 12	65%	+3%	0%	-3%	-3%
7m	My organisation motivates me to help it achieve its goals	66 / 23 / 11	66%	+5%	+7%	-6%	-6%
7n	My organisation inspires me to do the best in my job	65 / 23 / 12	65%	+6%	+5%	-8%	-8%

*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 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	difference from Parent
Less than 1 year		8%	+2%	0%	-1%	-1%
1 year to less than 2 years		8%	0%	-1%	-2%	-2%
2 years to less than 5 years		22%	-1%	+2%	0%	0%
5 years to less than 10 years		27%	-1%	+2%	+3%	+3%
10 years to less than 20 years		23%	-1%	-1%	+3%	+3%
More than 20 years		12%	0%	-3%	-3%	-3%

<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

people matter

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	difference from Parent
	Job satisfaction (total score)		72%	+2%	+2%	-3%	-3%
1g	My job gives me a feeling of personal accomplishment	75 / 16 / 10	75%	+2%	-1%	-3%	-3%
1h	I feel motivated to contribute more than what is normally required at work	73 / 15 / 12	73%	+4%	+2%	-4%	-4%
1i	I am satisfied with my job	76 / 13 / 11	76%	+5%	+5%	-1%	-1%
1n	I find my life at work fulfilling	63 / 27 / 11	63%	-1%	+3%	-4%	-4%
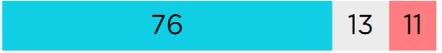
Favourable	Neutral	Unfavourable
0–49%	50–74%	75–100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Wellbeing

people matter

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	difference from Parent
	Wellbeing (total score)		**73%**	0%	+4%	-2%	-2%
1j	I can keep my work stress at an acceptable level	69 / 17 / 14	69%	+2%	+8%	-2%	-2%
1m	In general, my sense of wellbeing is...	65 / 27 / 8	65%	-4%	+2%	-4%	-4%
8d	There are people at work who care about me	85 / 11	85%	+4%	+2%	-2%	-2%

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

r = below privacy cut-off

Customer service

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Customer service (total score)		**80%**	+9%	+7%	-3%	-3%
1k	I am empowered to make the decisions needed to help customers and/or communities	77 / 14 / 9	77%	-	+6%	-2%	-2%
2d	People in my workgroup can explain how their work impacts customers	87 / 9	87%	-	+6%	0%	0%
2e	My workgroup considers customer needs when planning our work	87 / 9	87%	-	+3%	-1%	-1%
6d	Senior managers communicate the importance of customers in our work	83 / 12	83%	+3%	+13%	-1%	-1%
7h	The processes in my organisation are designed to support the best experience for customers	68 / 23 / 10	68%	+7%	+7%	-7%	-7%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	75 / 17 / 8	75%	+4%	+5%	-7%	-7%

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

r = below privacy cut-off

Role clarity and support
Purpose and direction

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

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

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Role clarity and support (total score)	72%	+3%	+6%	-2%	-2%
1a	I understand what is expected of me to do well in my job	85%	+1%	-1%	-2%	-2%
1b	I get the support I need to do my job well	76%	+4%	+10%	-2%	-2%
1c	I have the tools and technology to do my job well	78%	+2%	+7%	-2%	-2%
1d	I have the time to do my job well	68%	+4%	+12%	-2%	-2%
3e	My performance is assessed against clear criteria	61%	+2%	+4%	-3%	-3%
3f	I have received the training and development I need to do my job well	67%	+5%	+2%	-1%	-1%

Bar chart values (Favourable / Neutral / Unfavourable):
- 1a: 85 / 9
- 1b: 76 / 13 / 11
- 1c: 78 / 11 / 11
- 1d: 68 / 14 / 18
- 3e: 61 / 23 / 16
- 3f: 67 / 20 / 12

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	difference from Parent
	Job purpose and enrichment (total score)		**79%**	-	+7%	+2%	+2%
1e	My job gives me opportunities to use a variety of skills	81 / 10 / 9	**81%**	-	0%	-1%	-1%
1f	I have a choice in deciding how I carry out day to day work tasks	87 / 7	**87%**	-	+14%	+13%	+13%
3d	In the last 12 months, I have received feedback to help me improve my work	73 / 16 / 11	**73%**	+4%	+8%	-1%	-1%
5j	My manager communicates how my role contributes to my organisation's purpose	75 / 16 / 9	**75%**	-	+7%	-3%	-3%

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	difference from Parent
	Risk and innovation (total score)		**81%**	+2%	+7%	-3%	-3%
1l	I am comfortable notifying my manager if I become aware of any risks at work	91	91%	-1%	+4%	-2%	-2%
5a	My manager encourages people in my workgroup to keep improving the work they do	83 / 11	83%	+2%	+7%	-2%	-2%
5h	My manager encourages me to learn from my mistakes	79 / 16	79%	+4%	+7%	-4%	-4%
7a	My organisation is making improvements to meet future challenges	72 / 20 / 8	72%	+5%	+9%	-5%	-5%

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	difference from Parent
	Health and safety (total score)		82%	-	+9%	-3%	-3%
7p	I am confident work health and safety issues I raise will be addressed promptly	82 / 10 / 7	82%	-	+6%	-4%	-4%
7q	There are effective resources in my organisation to support employee wellbeing	82 / 12	82%	-	+12%	-2%	-2%

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

r = below privacy cut-off

Grievance handling
Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
10	I have confidence in the ways my organisation handles grievances	52	32	16	52%	+5%	+6%	-10%	-10%

*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

Inclusion and diversity
Work environment

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	difference from Parent
	Inclusion and diversity (total score)		**81%**	+2%	+7%	-2%	-2%
2c	People in my workgroup treat each other with respect	88 · 7 ·	**88%**	+1%	+7%	-2%	-2%
6g	Senior managers support the career advancement of women	74 · 22 ·	**74%**	+7%	+11%	-1%	-1%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	86 · 9 ·	**86%**	+4%	+7%	-3%	-3%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	86 · 8 ·	**86%**	+3%	+6%	-3%	-3%
8c	I can speak up and share a different view to others in my organisation	77 · 13 · 10	**77%**	0%	+7%	-2%	-2%
8e	I feel that I belong in my organisation	77 · 14 · 9	**77%**	-	+6%	-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	difference from Parent
	Teamwork and collaboration (total score)		**75%**	+3%	+8%	-3%	-3%
2a	My workgroup works collaboratively to achieve its goals	84 / 9 / 7	84%	0%	+5%	-2%	-2%
2b	There is good team spirit in my workgroup	82 / 10 / 8	82%	+2%	+7%	-3%	-3%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	71 / 20 / 9	71%	+6%	+14%	+1%	+1%
7c	There is good co-operation between teams across my organisation	62 / 20 / 18	62%	+5%	+5%	-7%	-7%

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

r = below privacy cut-off

people matter

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	difference from Parent
Flexible working (total score)			**92%**	+1%	+26%	+9%	+9%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	92	92%	0%	+28%	+11%	+11%
8h	My manager supports flexible working in my team	93	93%	+2%	+24%	+7%	+7%

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

r = below privacy cut-off

Use of flexible working

people matter

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	difference from Parent
Flexible start and finish times		87%	+1%	+43%	+27%	+27%
Working more hours over fewer days		14%	-1%	+4%	0%	0%
Working additional hours to make up for time off		29%	+4%	+12%	+6%	+6%
Flexible scheduling for rostered workers		5%	-3%	-3%	-4%	-4%
Part-time work		7%	-1%	-5%	-3%	-3%
Job sharing		2%	0%	-2%	0%	0%
Working from different locations		23%	-7%	+7%	+8%	+8%
Working from home		93%	+2%	+34%	+20%	+20%
Purchasing annual leave		1%	-1%	0%	0%	0%
Leave without pay		3%	-1%	-3%	-2%	-2%
Study leave		2%	0%	-1%	0%	0%
Other		2%	0%	0%	-1%	-1%
None of the above		2%	0%	-19%	-10%	-10%

<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Recruitment
Enabling practices

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)			**55%**	+5%	+7%	-5%	-5%
7f	I have confidence in the way recruitment decisions are made	47 | 26 | 27	47%	+5%	+6%	-6%	-6%
7g	My organisation generally selects capable people to do the job	63 | 21 | 16	63%	+6%	+8%	-5%	-5%

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

r = below privacy cut-off

Learning and development
Enabling practices

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	difference from Parent
	Learning and development (total score)		63%	+7%	+6%	-3%	-3%
3f	I have received the training and development I need to do my job well	67 / 20 / 12	67%	+5%	+2%	-1%	-1%
3g	I am satisfied with the opportunities available for career development in my organisation	59 / 21 / 20	59%	+8%	+8%	-2%	-2%
7e	My organisation is committed to developing its employees	64 / 23 / 13	64%	+10%	+8%	-5%	-5%

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

r = below privacy cut-off

Mobility

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

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

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	difference from Parent
Yes	39%	-2%	+1%	-3%	-3%
No	61%	+2%	-1%	+3%	+3%

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

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Lack of visible opportunities	22%	-8%	-6%	-1%	-1%
Lack of promotion opportunities	26%	-5%	-2%	+3%	+3%
Lack of support from my manager / supervisor	7%	+1%	-4%	0%	0%
Geographic location considerations	21%	-6%	-3%	+5%	+5%
Personal / family considerations	24%	-1%	-5%	+3%	+3%
Insufficient training and development	14%	+1%	-1%	+1%	+1%
Lack of required capabilities or experience	14%	+3%	+2%	0%	0%
Lack of support for temporary assignments / secondments	11%	-5%	-3%	0%	0%
The application / recruitment process is too cumbersome or time consuming	27%	0%	+6%	+7%	+7%
Other	8%	-2%	-2%	-2%	-2%
There are no major barriers to my career progression	33%	+4%	+4%	-3%	-3%
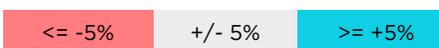
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
4	I am paid fairly for the work I do — 79 | 12 | 9	79%	+5%	+21%	+6%	+6%

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

r = below privacy cut-off

Recognition
Enabling practices

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	difference from Parent
	Recognition (total score)		73%	-	+10%	-1%	-1%
5g	My manager provides recognition for the work I do	82 / 10 / 8	82%	+3%	+9%	0%	0%
7o	I receive adequate recognition for my contributions from my organisation	63 / 23 / 14	63%	-	+11%	-2%	-2%

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.

	Feedback and performance management	2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Feedback and performance management (total score)	67%	+4%	+6%	-4%	-4%
3d	In the last 12 months, I have received feedback to help me improve my work	73%	+4%	+8%	-1%	-1%
3e	My performance is assessed against clear criteria	61%	+2%	+4%	-3%	-3%
5h	My manager encourages me to learn from my mistakes	79%	+4%	+7%	-4%	-4%
5i	My manager appropriately deals with employees who perform poorly	53%	+5%	+4%	-8%	-8%

Bar values:
- 3d: 73 / 16 / 11
- 3e: 61 / 23 / 16
- 5h: 79 / 16 / r
- 5i: 53 / 33 / 13

	Performance management process	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
3a	I have a performance and development plan that sets out my individual goals	76%	-8%	+2%	+7%	+7%
3b	I have informal feedback conversations with my manager	86%	-2%	+6%	+1%	+1%
3c	I have scheduled feedback conversations with my manager	77%	-1%	+12%	+2%	+2%

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

r = below privacy cut-off

Senior managers
Leadership

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	difference from Parent
	Senior managers (total score)	74%	+8%	+15%	0%	0%
6a	Senior managers provide clear direction for the future of the organisation	70 / 18 / 13 → 70%	+9%	+15%	-1%	-1%
6b	Senior managers model the values of my organisation	74 / 18 / 8 → 74%	+9%	+15%	0%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	71 / 20 / 9 → 71%	+6%	+14%	+1%	+1%
6d	Senior managers communicate the importance of customers in our work	83 / 12 → 83%	+3%	+13%	-1%	-1%
6e	Senior managers keep employees informed about what's going on	77 / 14 / 9 → 77%	+9%	+18%	+1%	+1%
6f	Senior managers listen to employees	67 / 20 / 13 → 67%	+12%	+18%	+2%	+2%
6g	Senior managers support the career advancement of women	74 / 22 → 74%	+7%	+11%	-1%	-1%

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

r = below privacy cut-off

Decision making and accountability
Leadership

people matter

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	difference from Parent
Decision making and accountability (total score)		**70%**	+5%	+9%	-5%	-5%
5f	I have confidence in the decisions my manager makes	81 / 11 / 8 → **81%**	+3%	+8%	-3%	-3%
7d	People in my organisation take responsibility for their own actions	59 / 25 / 15 → **59%**	+6%	+10%	-6%	-6%

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

r = below privacy cut-off

Communication and change management
Leadership

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	difference from Parent
	Communication and change management (total score)	70%	+6%	+12%	-3%	-3%
5c	My manager communicates effectively with me	83 / 9 / 9 — 83%	+1%	+7%	-2%	-2%
6a	Senior managers provide clear direction for the future of the organisation	70 / 18 / 13 — 70%	+9%	+15%	-1%	-1%
6e	Senior managers keep employees informed about what's going on	77 / 14 / 9 — 77%	+9%	+18%	+1%	+1%
7b	Change is managed well in my organisation	49 / 26 / 24 — 49%	+6%	+6%	-9%	-9%

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

r = below privacy cut-off

Employee voice
Leadership

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	difference from Parent
	Employee voice (total score)	79%	+3%	+10%	-1%	-1%
5b	My manager listens to what I have to say	86%	+2%	+7%	-2%	-2%
5d	My manager encourages and values employee input	85%	+1%	+9%	-2%	-2%
5e	My manager involves my workgroup in decisions about our work	82%	+1%	+10%	0%	0%
6f	Senior managers listen to employees	67%	+12%	+18%	+2%	+2%
8c	I can speak up and share a different view to others in my organisation	77%	0%	+7%	-2%	-2%

Bar data (Favourable / Neutral / Unfavourable):
- 5b: 86 | 8 | 7
- 5d: 85 | 9 | (r)
- 5e: 82 | 11 | 8
- 6f: 67 | 20 | 13
- 8c: 77 | 13 | 10

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

r = below privacy cut-off

Action on survey results
Leadership

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**	difference from **Parent**
9	I am confident my organisation will act on the results of this survey	64	20	16	**64**%	+10%	+17%	-3%	-3%

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

r = below privacy cut-off

Negative workplace behaviours

people matter

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	difference from Parent
been aware of any misconduct in your organisation		7%	-3%	-8%	+1%	+1%
witnessed bullying		10%	-4%	-12%	+1%	+1%
experienced bullying		7%	-2%	-7%	0%	0%
witnessed sexual harassment		1%	-	-1%	0%	0%
experienced sexual harassment		2%	-1%	-2%	0%	0%
experienced threats or physical harm		1%	0%	-6%	0%	0%
experienced discrimination		7%	-	-3%	+1%	+1%
experienced racism		3%	-	-2%	+1%	+1%

Definitions

- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct

- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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
Male	35
Female	50
Non-binary	1
Prefer not to say	15

Age	
15-34 years	14
35-54 years	47
55+ years	16
Prefer not to say	23

LOTE spoken at home	
Yes	20
No	71
Prefer not to say	8

Aboriginal and/or Torres Strait Islander	
Yes	3
No	89
Prefer not to say	9

Disability	
Yes	7
No	85
Prefer not to say	9

LGBTIQ+	% respondents
Yes	4
No	87
Prefer not to say	9

Employment status	
Senior executive	3
Ongoing / permanent	88
Temporary	4
Casual	r
Contract-non-executive	2
Labour hire	1
Other	r
Don't know	1

Working arrangement	
Full-time	93
Part-time	7

Type of work	% respondents
Service delivery involving direct contact with the public	30
Other service delivery work	8
Administrative support	9
Corporate services	3
Policy	6
Research	2
Program and project management support	15
Legal	2
Other	25

Organisation tenure	
Less than 1 year	13
1 year to less than 2 years	8
2 years to less than 5 years	24
5 years to less than 10 years	21
10 years to less than 20 years	21
More than 20 years	12

Salary	
$85,743 and below	18
$85,744 - $111,076	34
$111,077 - $148,577	25
$148,578 and above	6
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	BRD Deputy Secretary Office	Business Operations, Performance & Assurance	Community Engagement	Compliance & Dispute Resolution	Investigations & Enforcement	Licensing & Funds	Office of the Registrar General	Policy & Strategy	Professional Standards Authority
Employee engagement	70	70	74	71	67	77	71	77	67	67
Wellbeing	73%	74%	79%	72%	69%	84%	73%	71%	70%	66%
Role clarity and support	72%	80%	83%	72%	67%	82%	73%	82%	71%	66%
Inclusion and diversity	81%	82%	88%	83%	77%	87%	81%	88%	83%	74%
Teamwork and collaboration	75%	89%	81%	76%	70%	83%	75%	91%	75%	62%
Learning and development	63%	61%	74%	62%	57%	73%	64%	71%	68%	59%
Senior managers	74%	79%	85%	78%	64%	81%	74%	85%	79%	77%
Communication and change management	70%	72%	78%	70%	60%	79%	73%	82%	74%	71%
Employee voice	79%	79%	86%	80%	74%	86%	79%	92%	83%	73%

Legend:
- 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	72	74	48	68	68	66	74	75	73	72
Wellbeing	73%	75%	76%	53%	66%	72%	67%	76%	79%	76%	76%
Role clarity and support	72%	75%	76%	60%	72%	71%	68%	75%	81%	75%	76%
Inclusion and diversity	81%	84%	86%	63%	73%	77%	81%	80%	87%	85%	85%
Teamwork and collaboration	75%	78%	78%	63%	69%	72%	75%	76%	79%	79%	76%
Learning and development	63%	67%	67%	47%	61%	63%	58%	64%	73%	67%	67%
Senior managers	74%	75%	79%	39%	66%	68%	72%	76%	78%	79%	75%
Communication and change management	70%	71%	75%	48%	66%	67%	67%	74%	75%	74%	71%
Employee voice	79%	81%	84%	70%	75%	79%	80%	79%	86%	83%	80%

🟥 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	70	69	76	69	69	70	70	73	71
Wellbeing	73%	75%	73%	81%	71%	72%	68%	71%	75%	73%
Role clarity and support	72%	74%	70%	82%	68%	72%	72%	70%	69%	73%
Inclusion and diversity	81%	83%	81%	85%	82%	83%	83%	82%	83%	82%
Teamwork and collaboration	75%	74%	72%	78%	80%	80%	75%	75%	75%	76%
Learning and development	63%	65%	60%	74%	61%	69%	58%	59%	62%	62%
Senior managers	74%	71%	72%	79%	79%	81%	80%	79%	73%	73%
Communication and change management	70%	66%	65%	78%	72%	74%	68%	72%	69%	72%
Employee voice	79%	79%	75%	85%	81%	83%	78%	81%	82%	80%

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	78	73	70	69	70	69
Wellbeing	73%	84%	80%	73%	70%	72%	71%
Role clarity and support	72%	81%	76%	72%	69%	73%	74%
Inclusion and diversity	81%	88%	82%	82%	80%	82%	82%
Teamwork and collaboration	75%	85%	76%	77%	73%	74%	75%
Learning and development	63%	77%	67%	64%	59%	61%	64%
Senior managers	74%	80%	79%	78%	71%	70%	74%
Communication and change management	70%	80%	76%	71%	67%	67%	69%
Employee voice	79%	90%	82%	79%	76%	79%	80%

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	67	72	77	74	71	67	73	r
Wellbeing	73%	65%	75%	97%	74%	73%	76%	80%	r
Role clarity and support	72%	67%	74%	83%	77%	71%	68%	70%	r
Inclusion and diversity	81%	78%	84%	85%	85%	88%	80%	87%	r
Teamwork and collaboration	75%	69%	77%	78%	78%	76%	75%	78%	r
Learning and development	63%	59%	65%	80%	68%	74%	58%	73%	r
Senior managers	74%	73%	77%	87%	76%	77%	77%	r	r
Communication and change management	70%	68%	74%	85%	70%	76%	73%	65%	r
Employee voice	79%	78%	81%	82%	84%	84%	77%	84%	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	72	r	r	r	73	83	74	r	r
Wellbeing	73%	79%	r	r	r	78%	85%	84%	r	r
Role clarity and support	72%	74%	r	r	r	74%	85%	80%	r	r
Inclusion and diversity	81%	85%	r	r	r	82%	91%	88%	r	r
Teamwork and collaboration	75%	80%	r	r	r	78%	88%	72%	r	r
Learning and development	63%	65%	r	r	r	66%	85%	71%	r	r
Senior managers	74%	79%	r	r	r	74%	93%	71%	r	r
Communication and change management	70%	72%	r	r	r	68%	83%	73%	r	r
Employee voice	79%	81%	r	r	r	80%	97%	81%	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.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Health and safety	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Grievance handling	Learning and development	Decision making and accountability	
Risk and innovation	Inclusion and diversity	Pay	Communication and change management	Job satisfaction
	Teamwork and collaboration	Recognition	Employee voice	Wellbeing
	Flexible working	Feedback and performance management	Action on survey results	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.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Favourable	Neutral	Unfavourable

% favourable scores are colour coded based on these ranges:

0–49%	50–74%	75–100%

Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:

<= -5%	+/- 5%	>= +5%

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
The things we do well:	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
Think about how we can build on our strengths and learn from what we are good at.	*How could we investigate? Through looking at the data in in more detail or through discussions with staff?*	*What are the key things we need to improve to make working here better?*

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				

people matter

2021 | NSW Public Sector Employee Survey

Organisational Unit Report

Investigations & Emergency Response

Parent unit: Investigations & Enforcement

Survey period: 23 August to 17 September 2021

Completed surveys: 53

Response rate: 98%

Response rate:

98%

NSW GOVERNMENT | Public Service Commission

ENGINE

people matter

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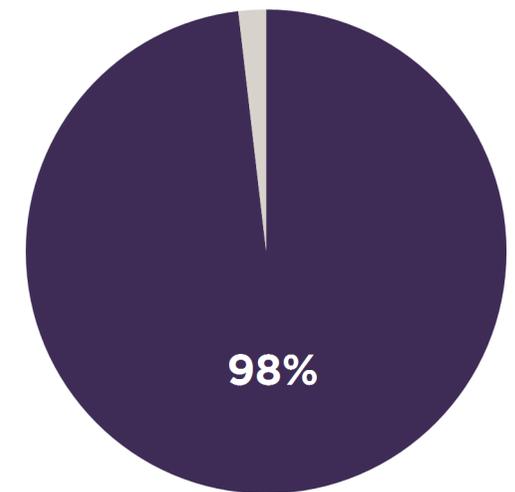
NSW public sector

‣ Customer Service

   ‣ Department of Customer Service

      ‣ Better Regulation

         ‣ Investigations & Enforcement

            ‣ Investigations & Emergency Response

Contents

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.

Purpose and direction	Work environment	Enabling practices	Leadership		Outcomes
Role clarity and support **86%** 2020 +10 (76%)	**Health and safety** **85%** 2020 -	**Recruitment** ❗ **65%** 2020 +18 (47%)	**Senior managers** **85%** 2020 +14 (72%)		**Employee engagement** **78** 2020 +8 (71)
Job purpose and enrichment ✳ **90%** 2020 -	**Grievance handling** ❗ **55%** 2020 +18 (37%)	**Learning and development** **86%** 2020 +14 (71%)	**Decision making and accountability** **82%** 2020 +10 (72%)		**Job satisfaction** **83%** 2020 +3 (80%)
Risk and innovation ✳ **90%** 2020 +2 (87%)	**Inclusion and diversity** **88%** 2020 +4 (84%)	**Pay** ❗ **77%** 2020 +6 (71%)	**Communication and change management** **78%** 2020 +10 (68%)		**Wellbeing** **84%** 2020 -1 (84%)
	Teamwork and collaboration **86%** 2020 +10 (76%)	**Recognition** **86%** 2020 -	**Employee voice** **88%** 2020 +1 (87%)		**Customer service** **86%** 2020 +6 (80%)
	Flexible working ✳ **94%** 2020 -3 (98%)	**Feedback and performance management** **83%** 2020 +9 (73%)	**Action on survey results** **79%** 2020 +28 (51%)		

0–49%	50–74%	75–100%

r = below privacy cut-off

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		96%	-4%
Role clarity and support	1a	I understand what is expected of me to do well in my job		94%	+3%
Recognition	5g	My manager provides recognition for the work I do		94%	+1%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work		94%	-3%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?		94%	-3%

⊖ Questions with the lowest favourable scores

				2021 % favourable	difference from 2020
Recruitment	7f	I have confidence in the way recruitment decisions are made		53%	+15%
Communication and change management	7b	Change is managed well in my organisation		55%	+12%
Grievance handling	10	I have confidence in the ways my organisation handles grievances		55%	+18%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly		66%	+19%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation		70%	+21%

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
Action on survey results	9	I am confident my organisation will act on the results of this survey		79%	+28%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation		79%	+24%
Inclusion and diversity / Senior managers	6g	Senior managers support the career advancement of women		87%	+22%
Recruitment	7g	My organisation generally selects capable people to do the job		77%	+22%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation		70%	+21%

⊖ Least improved questions

				2021 % favourable	difference from 2020
Employee voice	5e	My manager involves my workgroup in decisions about our work		91%	-5%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		96%	-4%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work		94%	-3%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?		94%	-3%
Flexible working	8h	My manager supports flexible working in my team		94%	-3%

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
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	**83**%	Maintain
Wellbeing	8d	There are people at work who care about me	**85**%	Maintain
Senior managers	6b	Senior managers model the values of my organisation	**83**%	Maintain
Recruitment	7g	My organisation generally selects capable people to do the job	**77**%	Maintain
Health and safety	7q	There are effective resources in my organisation to support employee wellbeing	**91**%	Maintain
Role clarity and support	1b	I get the support I need to do my job well	**91**%	Maintain

r = below privacy cut-off

Results by topic
Discover more about your results

people matter

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	difference from Parent
Employee engagement (total score)*			78	+8	+11	+5	+2
7j	I would recommend my organisation as a great place to work	85 / 8 / 8	85%	+5%	+18%	+5%	-1%
7k	I am proud to tell others I work for my organisation	79 / 13 / 8	79%	+4%	+6%	-1%	-2%
7l	I feel a strong personal attachment to my organisation	81 / 11 / 8	81%	+12%	+16%	+14%	+4%
7m	My organisation motivates me to help it achieve its goals	79 / 11 / 9	79%	-3%	+20%	+7%	+1%
7n	My organisation inspires me to do the best in my job	75 / 15 / 9	75%	0%	+15%	+3%	-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

people matter

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	difference from Parent
Less than 1 year	r	–	–	–	–
1 year to less than 2 years	r	–	–	–	–
2 years to less than 5 years	r	–	–	–	–
5 years to less than 10 years	27%	r	+2%	+2%	-4%
10 years to less than 20 years	35%	-10%	+12%	+15%	+14%
More than 20 years	r	–	–	–	–

<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Job satisfaction

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Job satisfaction (total score)		83%	+3%	+13%	+8%	+2%
1g	My job gives me a feeling of personal accomplishment	83 | 15	83%	-1%	+7%	+5%	+1%
1h	I feel motivated to contribute more than what is normally required at work	81 | 17	81%	+8%	+10%	+4%	0%
1i	I am satisfied with my job	83 | 11	83%	-1%	+12%	+6%	-1%
1n	I find my life at work fulfilling	83 | 11	83%	+5%	+23%	+17%	+10%

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

r = below privacy cut-off

Wellbeing

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	difference from Parent
Wellbeing (total score)			**84%**	-1%	+14%	+8%	0%
1j	I can keep my work stress at an acceptable level	83 / 11	83%	-1%	+22%	+12%	-3%
1m	In general, my sense of wellbeing is…	83 / 11	83%	+1%	+20%	+15%	+5%
8d	There are people at work who care about me	85 / 13	85%	-2%	+1%	-2%	-3%

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

r = below privacy cut-off

Customer service

people matter

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

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Customer service (total score)	86%	+6%	+13%	+3%	-1%
1k	I am empowered to make the decisions needed to help customers and/or communities	83 / 11 → 83%	-	+12%	+4%	-3%
2d	People in my workgroup can explain how their work impacts customers	92 / 8 → 92%	-	+11%	+5%	-1%
2e	My workgroup considers customer needs when planning our work	92 / 8 → 92%	-	+9%	+5%	-1%
6d	Senior managers communicate the importance of customers in our work	94 → 94%	-3%	+24%	+11%	+7%
7h	The processes in my organisation are designed to support the best experience for customers	77 / 17 → 77%	+13%	+17%	+3%	-1%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	75 / 15 / 9 → 75%	-2%	+6%	-7%	-8%

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

r = below privacy cut-off

Role clarity and support
Purpose and direction

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

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Role clarity and support (total score)		86%	+10%	+19%	+11%	+3%
1a	I understand what is expected of me to do well in my job	94	94%	+3%	+9%	+8%	+5%
1b	I get the support I need to do my job well	91	91%	+8%	+25%	+13%	+4%
1c	I have the tools and technology to do my job well	75 9 15	75%	+13%	+4%	-4%	-10%
1d	I have the time to do my job well	83 9 8	83%	+19%	+27%	+13%	-1%
3e	My performance is assessed against clear criteria	85 8 8	85%	+12%	+28%	+21%	+11%
3f	I have received the training and development I need to do my job well	87 8	87%	+5%	+22%	+18%	+11%

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	difference from Parent
Job purpose and enrichment (total score)		90%	-	+18%	+13%	+3%
1e	My job gives me opportunities to use a variety of skills — 89	89%	-	+8%	+6%	+1%
1f	I have a choice in deciding how I carry out day to day work tasks — 92	92%	-	+19%	+18%	0%
3d	In the last 12 months, I have received feedback to help me improve my work — 91	91%	+4%	+26%	+17%	+6%
5j	My manager communicates how my role contributes to my organisation's purpose — 89 9	89%	-	+21%	+10%	+4%

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	difference from Parent
	Risk and innovation (total score)	90%	+2%	+15%	+5%	+2%
1l	I am comfortable notifying my manager if I become aware of any risks at work	96%	-4%	+9%	+3%	+2%
5a	My manager encourages people in my workgroup to keep improving the work they do	92%	-1%	+17%	+7%	+3%
5h	My manager encourages me to learn from my mistakes	89%	+2%	+16%	+6%	+3%
7a	My organisation is making improvements to meet future challenges	81%	+12%	+19%	+5%	0%

Bar values: 1l: 96 | 5a: 92 | 5h: 89, 8 | 7a: 81, 9, 9

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	difference from Parent
Health and safety (total score)		85%	-	+12%	0%	-4%
7p	I am confident work health and safety issues I raise will be addressed promptly	79%	-	+3%	-7%	-10%
7q	There are effective resources in my organisation to support employee wellbeing	91%	-	+21%	+7%	+1%

Bar values: 7p — 79 / 15 ; 7q — 91 / 8

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

r = below privacy cut-off

Grievance handling
Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
10	I have confidence in the ways my organisation handles grievances	55 / 23 / 23		55%	+18%	+9%	-8%	-10%

*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

Inclusion and diversity
Work environment

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	difference from Parent
	Inclusion and diversity (total score)		88%	+4%	+14%	+5%	+1%
2c	People in my workgroup treat each other with respect	91 / 8	91%	-1%	+9%	0%	-3%
6g	Senior managers support the career advancement of women	87 / 13	87%	+22%	+24%	+12%	+7%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89 / 8	89%	0%	+9%	-1%	-1%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91	91%	+2%	+10%	+2%	+2%
8c	I can speak up and share a different view to others in my organisation	87 / 8	87%	-2%	+17%	+8%	+1%
8e	I feel that I belong in my organisation	87 / 8	87%	-	+16%	+8%	+3%

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	difference from Parent
Teamwork and collaboration (total score)			**86%**	+10%	+19%	+8%	+2%
2a	My workgroup works collaboratively to achieve its goals	92	92%	+4%	+13%	+6%	+1%
2b	There is good team spirit in my workgroup	91	91%	+4%	+15%	+5%	+1%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	91 8	91%	+11%	+34%	+21%	+10%
7c	There is good co-operation between teams across my organisation	70 11 19	70%	+21%	+13%	+1%	-2%

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

r = below privacy cut-off

Flexible working
Work environment

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	difference from Parent
Flexible working (total score)		**94%**	-3%	+28%	+11%	-2%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	94	**94%**	-3%	+30%	+13%	-2%
8h	My manager supports flexible working in my team	94	**94%**	-3%	+26%	+9%	-1%

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	difference from Parent
Flexible start and finish times		94%	+3%	+50%	+34%	+2%
Working more hours over fewer days		r	-	-	-	-
Working additional hours to make up for time off		34%	+5%	+17%	+11%	+6%
Flexible scheduling for rostered workers		r	-	-	-	-
Part-time work		r	-	-	-	-
Job sharing		r	-	-	-	-
Working from different locations		53%	-3%	+36%	+37%	+28%
Working from home		94%	+3%	+35%	+22%	+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
Enabling practices

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

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)		65%	+18%	+17%	+5%	0%
7f	I have confidence in the way recruitment decisions are made	53%	+15%	+11%	0%	-4%
7g	My organisation generally selects capable people to do the job	77%	+22%	+22%	+10%	+4%

Bar 7f: 53 / 28 / 19
Bar 7g: 77 / 11 / 11

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

r = below privacy cut-off

Learning and development
Enabling practices

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	difference from Parent
	Learning and development (total score)		86%	+14%	+28%	+20%	+12%
3f	I have received the training and development I need to do my job well	87 | 8 |	87%	+5%	+22%	+18%	+11%
3g	I am satisfied with the opportunities available for career development in my organisation	79 | 8 | 13	79%	+24%	+29%	+19%	+9%
7e	My organisation is committed to developing its employees	91	91%	+15%	+35%	+22%	+18%

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

r = below privacy cut-off

Mobility

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

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

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	difference from Parent
Yes	23%	+5%	-15%	-19%	-5%
No	77%	-5%	+15%	+19%	+5%

3i Are there barriers preventing you from moving to another role? If so, what are they?		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Lack of visible opportunities		r	-	-	-	-
Lack of promotion opportunities		23%	-8%	-4%	0%	-2%
Lack of support from my manager / supervisor		r	-	-	-	-
Geographic location considerations		25%	-15%	+1%	+9%	+4%
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		27%	+8%	+6%	+7%	+9%
Other		r	-	-	-	-
There are no major barriers to my career progression		56%	+18%	+27%	+20%	+13%
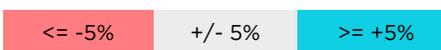
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
4	I am paid fairly for the work I do	77 / 13 / 9	77%	+6%	+19%	+4%	-5%

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

r = below privacy cut-off

Recognition
Enabling practices

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	difference from Parent
Recognition (total score)		86%	-	+23%	+12%	+3%
5g	My manager provides recognition for the work I do	94%	+1%	+22%	+12%	+5%
7o	I receive adequate recognition for my contributions from my organisation	77%	-	+25%	+12%	+1%

Bar chart values:
- 5g: 94 (Favourable)
- 7o: 77 (Favourable) | 13 (Neutral) | 9 (Unfavourable)

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.

Feedback and performance management	2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Feedback and performance management (total score)	83%	+9%	+21%	+12%	+4%
3d In the last 12 months, I have received feedback to help me improve my work	91%	+4%	+26%	+17%	+6%
3e My performance is assessed against clear criteria	85%	+12%	+28%	+21%	+11%
5h My manager encourages me to learn from my mistakes	89%	+2%	+16%	+6%	+3%
5i My manager appropriately deals with employees who perform poorly	66%	+19%	+17%	+5%	-2%

Bar chart values:
- 3d: 91 (favourable)
- 3e: 85 (favourable), 8 (neutral), 8 (unfavourable)
- 5h: 89 (favourable), 8 (neutral)
- 5i: 66 (favourable), 28 (neutral)

Performance management process	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
3a I have a performance and development plan that sets out my individual goals	94%	+5%	+21%	+26%	+6%
3b I have informal feedback conversations with my manager	98%	-2%	+18%	+13%	+5%
3c I have scheduled feedback conversations with my manager	96%	+1%	+31%	+21%	+12%

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

r = below privacy cut-off

Senior managers
Leadership

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	difference from Parent
	Senior managers (total score)	85%	+14%	+27%	+12%	+4%
6a	Senior managers provide clear direction for the future of the organisation	79%	+17%	+24%	+9%	+2%
6b	Senior managers model the values of my organisation	83%	+21%	+24%	+9%	+2%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	91%	+11%	+34%	+21%	+10%
6d	Senior managers communicate the importance of customers in our work	94%	-3%	+24%	+11%	+7%
6e	Senior managers keep employees informed about what's going on	87%	+9%	+28%	+11%	+2%
6f	Senior managers listen to employees	77%	+20%	+28%	+12%	-1%
6g	Senior managers support the career advancement of women	87%	+22%	+24%	+12%	+7%

Bar values:
- 6a: 79 | 15
- 6b: 83 | 11
- 6c: 91 | 8
- 6d: 94
- 6e: 87 | 11
- 6f: 77 | 13 | 9
- 6g: 87 | 13

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

r = below privacy cut-off

Decision making and accountability
Leadership

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	difference from Parent
	Decision making and accountability (total score)		82%	+10%	+21%	+7%	+2%
5f	I have confidence in the decisions my manager makes	92	92%	+1%	+20%	+9%	+4%
7d	People in my organisation take responsibility for their own actions	72 · 19 · 9	72%	+18%	+22%	+6%	0%

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

r = below privacy cut-off

Communication and change management
Leadership

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	difference from Parent
	Communication and change management (total score)	**78%**	+10%	+20%	+6%	0%
5c	My manager communicates effectively with me	**92%**	+1%	+17%	+8%	+4%
6a	Senior managers provide clear direction for the future of the organisation	**79%**	+17%	+24%	+9%	+2%
6e	Senior managers keep employees informed about what's going on	**87%**	+9%	+28%	+11%	+2%
7b	Change is managed well in my organisation	**55%**	+12%	+12%	-3%	-10%

Bar chart values:
- 5c: 92
- 6a: 79 | 15
- 6e: 87 | 11
- 7b: 55 | 19 | 26

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

r = below privacy cut-off

Employee voice
Leadership

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	difference from Parent
	Employee voice (total score)		88%	+1%	+19%	+8%	+1%
5b	My manager listens to what I have to say	92	92%	-3%	+14%	+5%	+1%
5d	My manager encourages and values employee input	92	92%	-3%	+16%	+6%	+3%
5e	My manager involves my workgroup in decisions about our work	91	91%	-5%	+19%	+9%	+3%
6f	Senior managers listen to employees	77 13 9	77%	+20%	+28%	+12%	-1%
8c	I can speak up and share a different view to others in my organisation	87 8	87%	-2%	+17%	+8%	+1%

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

r = below privacy cut-off

Action on survey results
Leadership

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**	difference from **Parent**
9	I am confident my organisation will act on the results of this survey	79 ⬛ 9 ⬛ 11	**79**%	**+28**%	**+32**%	**+12**%	**+5**%

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	difference from Parent
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

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
Male	38
Female	49
Non-binary	r
Prefer not to say	r

Age	
15-34 years	r
35-54 years	58
55+ years	r
Prefer not to say	r

LOTE spoken at home	
Yes	r
No	77
Prefer not to say	r

Aboriginal and/or Torres Strait Islander	
Yes	r
No	79
Prefer not to say	r

Disability	
Yes	r
No	77
Prefer not to say	r

LGBTIQ+	% respondents
Yes	r
No	85
Prefer not to say	r

Employment status	
Senior executive	r
Ongoing / permanent	96
Temporary	r
Casual	r
Contract-non-executive	r
Labour hire	r
Other	r
Don't know	r

Working arrangement	
Full-time	96
Part-time	r

Type of work	% respondents
Service delivery involving direct contact with the public	61
Other service delivery work	r
Administrative support	r
Corporate services	r
Policy	r
Research	r
Program and project management support	r
Legal	r
Other	r

Organisation tenure	
Less than 1 year	r
1 year to less than 2 years	r
2 years to less than 5 years	r
5 years to less than 10 years	r
10 years to less than 20 years	33
More than 20 years	r

Salary	
$85,743 and below	r
$85,744 - $111,076	40
$111,077 - $148,577	38
$148,578 and above	r
Prefer not to say	r

r = below privacy cut-off

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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	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	78	r	89	r	r	r	r	r	r	85	r
Wellbeing	84%	r	96%	r	r	r	r	r	r	91%	r
Role clarity and support	86%	r	96%	r	r	r	r	r	r	95%	r
Inclusion and diversity	88%	r	99%	r	r	r	r	r	r	97%	r
Teamwork and collaboration	86%	r	93%	r	r	r	r	r	r	93%	r
Learning and development	86%	r	96%	r	r	r	r	r	r	92%	r
Senior managers	85%	r	93%	r	r	r	r	r	r	92%	r
Communication and change management	78%	r	87%	r	r	r	r	r	r	85%	r
Employee voice	88%	r	96%	r	r	r	r	r	r	95%	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 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	78	76	r	r	r	r	r	r	r	r
Wellbeing	84%	83%	r	r	r	r	r	r	r	r
Role clarity and support	86%	89%	r	r	r	r	r	r	r	r
Inclusion and diversity	88%	92%	r	r	r	r	r	r	r	r
Teamwork and collaboration	86%	87%	r	r	r	r	r	r	r	r
Learning and development	86%	87%	r	r	r	r	r	r	r	r
Senior managers	85%	86%	r	r	r	r	r	r	r	r
Communication and change management	78%	77%	r	r	r	r	r	r	r	r
Employee voice	88%	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

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	78	r	r	r	r	78	r
Wellbeing	84%	r	r	r	r	80%	r
Role clarity and support	86%	r	r	r	r	83%	r
Inclusion and diversity	88%	r	r	r	r	87%	r
Teamwork and collaboration	86%	r	r	r	r	88%	r
Learning and development	86%	r	r	r	r	78%	r
Senior managers	85%	r	r	r	r	86%	r
Communication and change management	78%	r	r	r	r	76%	r
Employee voice	88%	r	r	r	r	91%	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

	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	78	r	86	r	81	r	r	r	r
Wellbeing	84%	r	84%	r	84%	r	r	r	r
Role clarity and support	86%	r	92%	r	87%	r	r	r	r
Inclusion and diversity	88%	r	97%	r	88%	r	r	r	r
Teamwork and collaboration	86%	r	94%	r	81%	r	r	r	r
Learning and development	86%	r	96%	r	78%	r	r	r	r
Senior managers	85%	r	92%	r	80%	r	r	r	r
Communication and change management	78%	r	84%	r	75%	r	r	r	r
Employee voice	88%	r	94%	r	89%	r	r	r	r

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

	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	78	r	r	r	r	r	r	r	r	r
Wellbeing	84%	r	r	r	r	r	r	r	r	r
Role clarity and support	86%	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	86%	r	r	r	r	r	r	r	r	r
Learning and development	86%	r	r	r	r	r	r	r	r	r
Senior managers	85%	r	r	r	r	r	r	r	r	r
Communication and change management	78%	r	r	r	r	r	r	r	r	r
Employee voice	88%	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

people matter

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.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Health and safety	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Grievance handling	Learning and development	Decision making and accountability	
Risk and innovation	Inclusion and diversity	Pay	Communication and change management	Job satisfaction
	Teamwork and collaboration	Recognition	Employee voice	Wellbeing
	Flexible working	Feedback and performance management	Action on survey results	Customer service

Privacy

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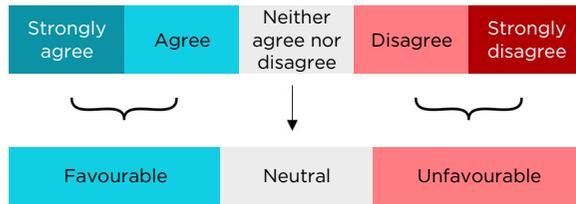s only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Favourable	Neutral	Unfavourable

% favourable scores are colour coded based on these ranges:

0–49%	50–74%	75–100%

Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:

<= -5%	+/- 5%	>= +5%

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
The things we do well:	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we are good at.	_How could we investigate? Through looking at the data in in more detail or through discussions with staff?_	_What are the key things we need to improve to make working here better?_

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				

people matter

2021 | NSW Public Sector Employee Survey

Organisational Unit Report

WHS - Metro

Parent unit: Compliance & Dispute Resolution

Survey period: 23 August to 17 September 2021

Completed surveys: 30

Response rate: 57%

Response rate:

57%

NSW GOVERNMENT | Public Service Commission

ENGINE

people matter

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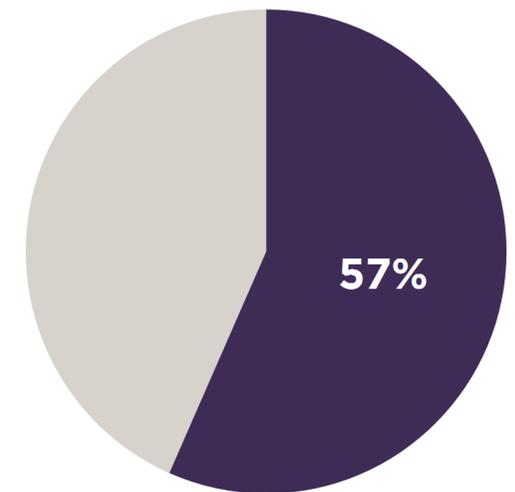
NSW public sector

▸ Customer Service

　▸ Department of Customer Service

　　▸ Better Regulation

　　　▸ Compliance & Dispute Resolution

　　　　▸ WHS - Metro

Contents

![people matter logo]

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.

Purpose and direction

Role clarity and support

66%

2020 -2 (69%)

Job purpose and enrichment ✳

74%

2020 -

Risk and innovation

73%

2020 +1 (71%)

Work environment

Health and safety

62%

2020 -

Grievance handling ❗

30%

2020 -1 (31%)

Inclusion and diversity

68%

2020 -2 (70%)

Teamwork and collaboration

63%

2020 -8 (71%)

Flexible working ✳

93%

2020 -4 (98%)

Enabling practices

Recruitment ❗

30%

2020 -8 (38%)

Learning and development

56%

2020 +6 (50%)

Pay ✳

80%

2020 +4 (76%)

Recognition

72%

2020 -

Feedback and performance management

60%

2020 0 (60%)

Leadership

Senior managers

51%

2020 +2 (49%)

Decision making and accountability

60%

2020 -5 (65%)

Communication and change management

47%

2020 -2 (49%)

Employee voice

71%

2020 +1 (69%)

Action on survey results ❗

23%

2020 -5 (28%)

Outcomes

Employee engagement

55

2020 -3 (57)

Job satisfaction

70%

2020 +1 (69%)

Wellbeing

64%

2020 +1 (63%)

Customer service

71%

2020 +12 (59%)

| 0–49% | 50–74% | 75–100% |

r = below privacy cut-off

Highest and lowest questions

people matter

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
Flexible working	8h	My manager supports flexible working in my team		97%	+2%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?		90%	-10%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		87%	-8%
Customer service	2d	People in my workgroup can explain how their work impacts customers		87%	-
Employee voice	5b	My manager listens to what I have to say		87%	-6%

➖ Questions with the lowest favourable scores

				2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation		17%	-6%
Recruitment	7f	I have confidence in the way recruitment decisions are made		20%	-13%
Action on survey results	9	I am confident my organisation will act on the results of this survey		23%	-5%
Grievance handling	10	I have confidence in the ways my organisation handles grievances		30%	-1%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation		33%	-8%

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

Category		Question	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	77%	+13%
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	+13%
Learning and development	7e	My organisation is committed to developing its employees	57%	+12%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	77%	+9%
Senior managers	6b	Senior managers model the values of my organisation	47%	+9%

➖ Least improved questions

Category		Question	2021 % favourable	difference from 2020
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	60%	-13%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	40%	-13%
Recruitment	7f	I have confidence in the way recruitment decisions are made	20%	-13%
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	47%	-11%
Role clarity and support	1b	I get the support I need to do my job well	60%	-11%

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
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	**40**%	Improve
Employee voice / Senior managers	6f	Senior managers listen to employees	**37**%	Improve
Grievance handling	10	I have confidence in the ways my organisation handles grievances	**30**%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	**37**%	Improve
Health and safety	7p	I am confident work health and safety issues I raise will be addressed promptly	**60**%	Improve
Senior managers	6b	Senior managers model the values of my organisation	**47**%	Improve

r = below privacy cut-off

Results by topic
Discover more about your results

Employee engagement

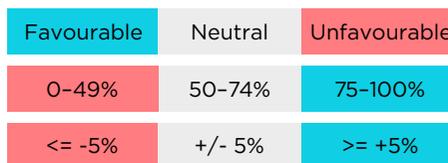**people matter**

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	difference from Parent
Employee engagement (total score)*		55	-3	-12	-19	-12
7j	I would recommend my organisation as a great place to work	47%	-8%	-20%	-33%	-24%
7k	I am proud to tell others I work for my organisation	57%	+4%	-17%	-24%	-13%
7l	I feel a strong personal attachment to my organisation	60%	+3%	-5%	-8%	-4%
7m	My organisation motivates me to help it achieve its goals	43%	+1%	-16%	-29%	-17%
7n	My organisation inspires me to do the best in my job	37%	-3%	-24%	-36%	-21%

Bar values:
- 7j: 47 | 17 | 37
- 7k: 57 | 17 | 27
- 7l: 60 | 10 | 30
- 7m: 43 | 27 | 30
- 7n: 37 | 27 | 37

*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

people matter

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	difference from Parent
Less than 1 year	r	–	–	–	–
1 year to less than 2 years	r	–	–	–	–
2 years to less than 5 years	r	–	–	–	–
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

Job satisfaction

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Job satisfaction (total score)		**70%**	+1%	+1%	-5%	+2%
1g	My job gives me a feeling of personal accomplishment	80 / 10 / 10	**80%**	+2%	+4%	+2%	+8%
1h	I feel motivated to contribute more than what is normally required at work	67 / 7 / 27	**67%**	+1%	-4%	-11%	-2%
1i	I am satisfied with my job	77 / 10 / 13	**77%**	-1%	+6%	-1%	+6%
1n	I find my life at work fulfilling	57 / 27 / 17	**57%**	+1%	-3%	-10%	-3%

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

r = below privacy cut-off

Wellbeing

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	difference from Parent
Wellbeing (total score)		64%	+1%	-5%	-11%	-5%
1j	I can keep my work stress at an acceptable level	63%	0%	+2%	-8%	-2%
1m	In general, my sense of wellbeing is...	60%	+4%	-3%	-8%	-3%
8d	There are people at work who care about me	70%	0%	-13%	-17%	-11%

Bar values:
- 1j: 63 | 20 | 17
- 1m: 60 | 30 | 10
- 8d: 70 | 17 | 13

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

r = below privacy cut-off

Customer service

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Customer service (total score)		71%	+12%	-2%	-11%	-3%
1k	I am empowered to make the decisions needed to help customers and/or communities	83 / 7 / 10	83%	-	+13%	+5%	+9%
2d	People in my workgroup can explain how their work impacts customers	87 / 10	87%	-	+5%	-1%	0%
2e	My workgroup considers customer needs when planning our work	83 / 7 / 10	83%	-	0%	-4%	0%
6d	Senior managers communicate the importance of customers in our work	77 / 20	77%	+9%	+7%	-7%	+1%
7h	The processes in my organisation are designed to support the best experience for customers	48 / 24 / 28	48%	-4%	-12%	-26%	-10%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	47 / 13 / 40	47%	-11%	-23%	-35%	-18%

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

r = below privacy cut-off

Role clarity and support
Purpose and direction

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

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

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Role clarity and support (total score)	66%	-2%	-1%	-8%	-1%
1a	I understand what is expected of me to do well in my job	80%	-5%	-5%	-7%	+1%
1b	I get the support I need to do my job well	60%	-11%	-6%	-18%	-11%
1c	I have the tools and technology to do my job well	70%	-3%	-1%	-10%	+2%
1d	I have the time to do my job well	63%	-5%	+7%	-7%	-1%
3e	My performance is assessed against clear criteria	47%	-5%	-11%	-17%	-9%
3f	I have received the training and development I need to do my job well	77%	+13%	+12%	+8%	+12%

Bar values (Favourable / Neutral / Unfavourable):
- 1a: 80 | 7 | 13
- 1b: 60 | 20 | 20
- 1c: 70 | 13 | 17
- 1d: 63 | 17 | 20
- 3e: 47 | 17 | 37
- 3f: 77 | 13 | 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	difference from Parent
	Job purpose and enrichment (total score)		**74%**	-	+2%	-3%	-3%
1e	My job gives me opportunities to use a variety of skills	80 / 17	**80%**	-	-1%	-2%	+1%
1f	I have a choice in deciding how I carry out day to day work tasks	83 / 7 / 10	**83%**	-	+10%	+9%	-2%
3d	In the last 12 months, I have received feedback to help me improve my work	60 / 30 / 10	**60%**	-13%	-5%	-14%	-11%
5j	My manager communicates how my role contributes to my organisation's purpose	73 / 10 / 17	**73%**	-	+6%	-5%	0%

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	difference from Parent
Risk and innovation (total score)		73%	+1%	-2%	-12%	-4%
1l	I am comfortable notifying my manager if I become aware of any risks at work	87%	-8%	-1%	-6%	-1%
5a	My manager encourages people in my workgroup to keep improving the work they do	83%	+8%	+7%	-2%	+3%
5h	My manager encourages me to learn from my mistakes	83%	+8%	+11%	0%	+6%
7a	My organisation is making improvements to meet future challenges	37%	-1%	-26%	-40%	-23%

Bar values:
- 1l: 87 / 7 / 7
- 5a: 83 / 10 / 7
- 5h: 83 / 13
- 7a: 37 / 30 / 33

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

r = below privacy cut-off

Health and safety
Work environment

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	difference from Parent
Health and safety (total score)			**62%**	-	-12%	-23%	-13%
7p	I am confident work health and safety issues I raise will be addressed promptly	60 10 30	60%	-	-16%	-26%	-14%
7q	There are effective resources in my organisation to support employee wellbeing	63 17 20	63%	-	-7%	-21%	-12%

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

r = below privacy cut-off

Grievance handling
Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
10	I have confidence in the ways my organisation handles grievances	30	40	30	**30%**	-1%	-16%	-33%	-12%

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

r = below privacy cut-off

Inclusion and diversity
Work environment

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	difference from Parent
	Inclusion and diversity (total score)	**68%**	-2%	-6%	-15%	-9%
2c	People in my workgroup treat each other with respect	**80%** (80 / 10 / 10)	-8%	-1%	-11%	-8%
6g	Senior managers support the career advancement of women	**50%** (50 / 33 / 17)	-10%	-13%	-25%	-14%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	**80%** (80 / 7 / 13)	+13%	+1%	-9%	-4%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	**77%** (77 / 20)	+2%	-4%	-12%	-7%
8c	I can speak up and share a different view to others in my organisation	**60%** (60 / 17 / 23)	0%	-9%	-19%	-12%
8e	I feel that I belong in my organisation	**63%** (63 / 20 / 17)	-	-7%	-16%	-9%

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	difference from Parent
Teamwork and collaboration (total score)			**63%**	-8%	-5%	-15%	-7%
2a	My workgroup works collaboratively to achieve its goals	73 / 10 / 17	73%	-10%	-6%	-13%	-9%
2b	There is good team spirit in my workgroup	77 / 10 / 13	77%	-9%	+1%	-9%	-3%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	60 / 20 / 20	60%	-8%	+3%	-10%	-4%
7c	There is good co-operation between teams across my organisation	40 / 27 / 33	40%	-8%	-17%	-29%	-14%

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	difference from Parent
Flexible working (total score)		**93%**	-4%	+27%	+10%	+2%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	90%	-10%	+26%	+9%	0%
8h	My manager supports flexible working in my team	97%	+2%	+28%	+11%	+5%

Bar 8g: 90 / 10
Bar 8h: 97

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

r = below privacy cut-off

Use of flexible working

people matter

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	difference from Parent
Flexible start and finish times		90%	0%	+46%	+30%	+1%
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		93%	-2%	+34%	+21%	+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
Enabling practices

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)			**30%**	-8%	-18%	-30%	-18%
7f	I have confidence in the way recruitment decisions are made	20 / 23 / 57	20%	-13%	-21%	-33%	-20%
7g	My organisation generally selects capable people to do the job	40 / 17 / 43	40%	-3%	-15%	-28%	-16%

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

r = below privacy cut-off

Learning and development
Enabling practices

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	difference from Parent
	Learning and development (total score)		56%	+6%	-2%	-10%	-2%
3f	I have received the training and development I need to do my job well	77 / 13 / 10	77%	+13%	+12%	+8%	+12%
3g	I am satisfied with the opportunities available for career development in my organisation	33 / 20 / 47	33%	-8%	-17%	-27%	-15%
7e	My organisation is committed to developing its employees	57 / 17 / 27	57%	+12%	+1%	-12%	-2%

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

r = below privacy cut-off

people matter

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	difference from Parent
Yes		30%	-9%	-8%	-12%	-11%
No		70%	+9%	+8%	+12%	+11%

3i Are there barriers preventing you from moving to another role? If so, what are they?		2021	2020	Sector	Cluster	Parent
Lack of visible opportunities		41%	-2%	+12%	+18%	+14%
Lack of promotion opportunities		37%	0%	+10%	+14%	+9%
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		41%	+3%	+19%	+21%	+12%
Other		r	-	-	-	-
There are no major barriers to my career progression		r	-	-	-	-

<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

people matter

		2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
4 I am paid fairly for the work I do 80 10 10		**80**%	+4%	+21%	+6%	+12%

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

r = below privacy cut-off

Recognition
Enabling practices

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	difference from Parent
	Recognition (total score)		72%	-	+9%	-2%	+3%
5g	My manager provides recognition for the work I do	87 | 10	87%	+4%	+14%	+5%	+7%
7o	I receive adequate recognition for my contributions from my organisation	57 | 17 | 27	57%	-	+4%	-9%	-1%

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

r = below privacy cut-off

people matter

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

	Feedback and performance management	2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
	Feedback and performance management (total score)	60%	0%	-1%	-10%	-4%
3d	In the last 12 months, I have received feedback to help me improve my work	60%	-13%	-5%	-14%	-11%
3e	My performance is assessed against clear criteria	47%	-5%	-11%	-17%	-9%
5h	My manager encourages me to learn from my mistakes	83%	+8%	+11%	0%	+6%
5i	My manager appropriately deals with employees who perform poorly	50%	+9%	+1%	-11%	-3%

Bar chart values:
- 3d: 60 / 30 / 10
- 3e: 47 / 17 / 37
- 5h: 83 / 13
- 5i: 50 / 30 / 20

	Performance management process	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
3a	I have a performance and development plan that sets out my individual goals	77%	-9%	+3%	+8%	+2%
3b	I have informal feedback conversations with my manager	93%	+3%	+13%	+8%	+5%
3c	I have scheduled feedback conversations with my manager	90%	0%	+25%	+15%	+11%

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

r = below privacy cut-off

Senior managers
Leadership

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	difference from Parent
Senior managers (total score)						**51%**	+2%	-8%	-22%	-13%
6a	Senior managers provide clear direction for the future of the organisation	40	17	43		40%	+5%	-15%	-30%	-16%
6b	Senior managers model the values of my organisation	47	30	23		47%	+9%	-12%	-27%	-18%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	60	20	20		60%	-8%	+3%	-10%	-4%
6d	Senior managers communicate the importance of customers in our work	77		20		77%	+9%	+7%	-7%	+1%
6e	Senior managers keep employees informed about what's going on	47	30	23		47%	-1%	-12%	-29%	-23%
6f	Senior managers listen to employees	37	20	43		37%	+9%	-13%	-29%	-16%
6g	Senior managers support the career advancement of women	50	33	17		50%	-10%	-13%	-25%	-14%

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

r = below privacy cut-off

Decision making and accountability
Leadership

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	difference from Parent
Decision making and accountability (total score)			60%	-5%	-1%	-15%	-5%
5f	I have confidence in the decisions my manager makes	80 / 7 / 13	80%	+2%	+7%	-4%	+3%
7d	People in my organisation take responsibility for their own actions	40 / 30 / 30	40%	-13%	-10%	-26%	-14%

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

r = below privacy cut-off

Communication and change management
Leadership

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	difference from Parent
	Communication and change management (total score)	47%	-2%	-11%	-26%	-14%
5c	My manager communicates effectively with me	83%	-7%	+8%	-1%	+3%
6a	Senior managers provide clear direction for the future of the organisation	40%	+5%	-15%	-30%	-16%
6e	Senior managers keep employees informed about what's going on	47%	-1%	-12%	-29%	-23%
7b	Change is managed well in my organisation	17%	-6%	-26%	-41%	-18%

Bar chart values:
- 5c: 83 / 10 / 7
- 6a: 40 / 17 / 43
- 6e: 47 / 30 / 23
- 7b: 17 / 27 / 57

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

r = below privacy cut-off

Employee voice
Leadership

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	difference from Parent
	Employee voice (total score)	71%	+1%	+2%	-9%	-3%
5b	My manager listens to what I have to say	87%	-6%	+8%	-1%	+4%
5d	My manager encourages and values employee input	87%	-4%	+10%	0%	+4%
5e	My manager involves my workgroup in decisions about our work	83%	+8%	+12%	+2%	+5%
6f	Senior managers listen to employees	37%	+9%	-13%	-29%	-16%
8c	I can speak up and share a different view to others in my organisation	60%	0%	-9%	-19%	-12%

Bar values:
- 5b: 87 / 10
- 5d: 87 / 10
- 5e: 83 / 17
- 6f: 37 / 20 / 43
- 8c: 60 / 17 / 23

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

r = below privacy cut-off

Action on survey results
Leadership

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.

		Favourable	Neutral	Unfavourable	2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
9	I am confident my organisation will act on the results of this survey	23	23	53	23%	-5%	-24%	-44%	-30%

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

r = below privacy cut-off

Negative workplace behaviours

people matter
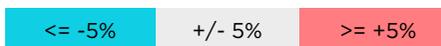
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
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

Results by child unit and demographic group
Discover if employees in different groups have different views

This is a snapshot of survey takers.

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

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.

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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.

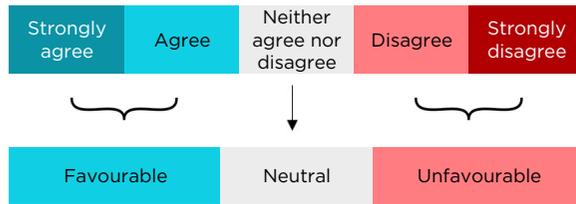| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Health and safety	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Grievance handling	Learning and development	Decision making and accountability	
Risk and innovation	Inclusion and diversity	Pay	Communication and change management	Job satisfaction
	Teamwork and collaboration	Recognition	Employee voice	Wellbeing
	Flexible working	Feedback and performance management	Action on survey results	Customer service

Interpretation guide

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:

0–49%	50–74%	75–100%

Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:

<= -5%	+/- 5%	>= +5%

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
The things we do well:	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
_____	_____	_____
_____	_____	_____
_____	_____	_____
Think about how we can build on our strengths and learn from what we are good at.	How could we investigate? Through looking at the data in in more detail or through discussions with staff?	What are the key things we need to improve to make working here better?

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				