



LEGISLATIVE COUNCIL

STANDING COMMITTEE ON LAW AND JUSTICE

**INQUIRY INTO THE 2022 REVIEW OF THE
WORKERS COMPENSATION SCHEME
HEARING – Thursday 10 October 2022
SUPPLEMENTARY QUESTIONS**

Mr Jim Kelly, Director, Health and Safe Design, SafeWork NSW

1. Not including the Wendy Klassons investigation, how many external investigations have there been around either workplace culture or bullying in the Better Regulation Division in the Department of Customer Service in the last three years?
- a. Please provide a breakdown by calendar year:
- i. 2020;
 - ii. 2021; and
 - iii. 2022 to date.

ANSWER

- 1.
- a.
- i. 2020: 3.
 - ii. 2021: 3.
 - iii. 2022 (to 26 October 2022): 1.

2. Not including the Wendy Klassons investigation, how many external investigations have there been around either workplace culture or bullying for SafeWork NSW in the last three years?
- a. Please provide a breakdown by calendar year:
- i. 2020;
 - ii. 2021; and
 - iii. 2022 to date.

ANSWER

- 2.
- a.
- i. 2020: 1.
 - ii. 2021: 2.

<p>iii. 2022 (to 26 October 2022): 1.</p>
<p>3. How many complaints against senior managers in the Better Regulation Division in the Department of Customer Service have there been in the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p> <p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWER:</p> <p>3. 10.</p> <p>a. The number of complaints against senior managers (defined as Director level and above) in the Better Regulation Division received by Human Resources in line with the Department of Customer Service's (DCS) Positive & Productive Workplace Policy, by calendar year are:</p> <p>i. 2020: 5 (inclusive of 1 for SafeWork NSW).</p> <p>ii. 2021: 2 (inclusive of 1 for SafeWork NSW).</p> <p>iii. 2022 to 26 October 2022: 3 (inclusive of 2 for SafeWork NSW).</p>
<p>4. How many complaints against senior managers in SafeWork NSW have there been in the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p> <p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWER:</p> <p>4. 4.</p> <p>a. The number of complaints against senior managers (defined as Director level and above) in SafeWork NSW received by Human Resources in line with the DCS Positive & Productive Workplace Policy, by calendar year are:</p> <p>i. 2020: 1.</p> <p>ii. 2021: 1.</p> <p>iii. 2022 to 26 October 2022: 2.</p>
<p>5. When will the investigation undertaken by Mr Phil O'Brien be completed?</p>
<p>ANSWER:</p> <p>5. Mr O'Brien provided the Department with his investigation report on 4 October 2022. The report is now being reviewed and associated actions taken.</p>
<p>6. How many internal investigations into bullying have been undertaken for the Better Regulation Division in the Department of Customer Service in the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p>

<p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWER:</p> <p>6. 2.</p> <p>a.</p> <p>i. 2020: Nil.</p> <p>ii. 2021: 1.</p> <p>iii. 2022 (to 26 October 2022): 1.</p>
<p>7. How many internal investigations into bullying have been undertaken for SafeWork NSW in the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p> <p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWER:</p> <p>7. 2.</p> <p>a.</p> <p>i. 2020: Nil.</p> <p>ii. 2021: 1.</p> <p>iii. 2022 (to 26 October 2022): 1.</p>
<p>8. How many complaints have been submitted to Human Resources or People and Culture at SafeWork NSW for the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p> <p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWER:</p> <p>8. 9.</p> <p>a. The number of complaints submitted to Human Resources for SafeWork NSW in line with the Department's Positive & Productive Workplace Policy, by calendar year are:</p> <p>i. 2020: 3 (inclusive of 1 complaint against senior managers).</p> <p>ii. 2021: 2 (inclusive of 1 complaint against senior managers).</p> <p>iii. 2022 to 26 October 2022): 4 (inclusive of 2 complaints against senior managers).</p>
<p>9. How many requests for investigations or complaints have there been to the external Resource Regulator for SafeWork NSW in the last three years?</p>

a. Please provide a breakdown by calendar year:

- i. 2020;
- ii. 2021; and
- iii. 2022 to-date

10. How many of these requests were investigated by the external Resource Regulator in the last three years?

a. Please provide a breakdown by calendar year:

- i. 2020;
- ii. 2021; and
- iii. 2022 to-date

b. Please outline what the investigations were for.

c. How many of these complaints were supported by the Resource Regulator?

d. What actions were undertaken as a result of these complaints?

e. How many notices were given as a result of the investigations?

ANSWER:

9. Since 2019, SafeWork NSW has referred two matters to the Resources Regulator. For completeness, SafeWork NSW may not be aware of complaints made directly to the Resources Regulator about SafeWork NSW.

a.

(i) 2.

(ii) Nil.

(iii) Nil as at 10 October 2022.

10.

a.

(i) 2020: 2.

(ii) 2021: Nil.

(iii) 2022: Nil as at 10 October 2022.

b.

Bullying (agency involved was SIRA); and

Failure to communicate improvement notices issued to the Department by internal channels such as the DCS Intranet.

c. Nil.

The bullying matter was investigated, the investigation was closed and no enforcement action was taken. Interested parties were notified of the outcome in writing. Note this referral

related to SIRA not SafeWork NSW.

The failure to communicate improvement notices issued to the Department was investigated and closed. Three Health and Safety Representatives had issued Provisional Improvement Notices. The Resources Regulator found that the three Provisional Improvement Notices were issued in error. The Provisional Improvement Notices were withdrawn by the Resources Regulator as being invalid.

d. No action was taken. The Resources Regulator Chief Investigator closed both matters. There was no further regulatory action taken following both investigations.

e. There were no work health and safety (WHS) notices issued as a result of the investigations. Investigation notices may have been issued during the investigation, however these are not “compliance notices” and are issued during an investigation to obtain information.

11. How many provisional improvement notices have been issued to the Department of Customers Service in the last three years by Health and Safety Representatives?

a. Please provide a breakdown by calendar year:

- i. 2020;
- ii. 2021; and
- iii. 2022 to-date

b. What were they for?

c. Which Directorate did they come from?

ANSWER:

11. 3.

a.

i. 2020: 3 Provisional Improvement Notices issued by separate HSRs on the one matter were referred to the Resources Regulator. All 3 notices were withdrawn because they were found not to be valid by the Resources Regulator. Refer to the response to question 10(c) for additional information.

ii. 2021: Nil.

iii. 2022: Nil.

b. Refer to the response to question 10(c).

c. SafeWork NSW.

12. How many provisional improvement notices have been issued to SafeWork NSW in the last three years by Health and Safety Representatives?

a. Please provide a breakdown by calendar year:

- i. 2020;
- ii. 2021; and
- iii. 2022 to-date

b. What were they for?

<p>c. Which Directorate did they come from?</p>
<p>ANSWER: 12. Nil.</p> <p>a. Refer to the answer to Question 12. b. Refer to the answer to Question 12. c. Refer to the answer to Question 12.</p>
<p>13. Under the Inspectors Mutual Sick Leave Fund, how many SafeWork NSW Inspectors took leave for stress for the last five years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>iii. 2018 iv. 2019 v. 2020 vi. 2021 vii. 2022 to date.</p> <p>b. For each person accessing the Inspectors Mutual Sick Leave Fund, how much time did each person take off?</p>
<p>ANSWER: 13. The DCS SAP (pay and conditions) system does not capture the reason SafeWork NSW Inspectors access the Sick Leave - Mutual Leave Fund (the Fund). The <i>Crown Employees (Department of Customer Service - SafeWork NSW Inspectors 2007) Reviewed Award</i> provides information on the Fund and related entitlements. It is published at www.lawlink.nsw.gov.au.</p> <p>a. Refer to the answer for Question 13. b. Refer to the answer for Question 13.</p>
<p>14. How many SafeWork NSW Inspectors ceased their employment in the role in 2021/2022?</p> <p>a. Please specify by the following categories:</p> <p>i. termination; ii. resignation; iii. retirement; iv. transfer; v. redundancy; vi. secondment; and vii. other.</p>
<p>ANSWER:</p>

14. 28 SafeWork NSW Inspectors ceased their employment in the role in 2021/2022.

- a.
 - i. Termination: 0.
 - ii. Resignation: 10.
 - iii. Retirement: 7.
 - iv. Transfer: 9.
 - v. Redundancy: 0.
 - vi. Secondment: 0.
 - vii. Other: 2.

Note: Data only captures those who leave DCS, not those who transfer internally from an inspector role to another role within DCS.

15. How many SafeWork NSW Inspectors ceased their employment in the role in 2020/2021?

a. Please specify by the following categories:

- i. termination;
- ii. resignation;
- iii. retirement;
- iv. transfer;
- v. redundancy;
- vi. secondment; and
- vii. other.

ANSWER:

15. 16 Inspectors ceased their employment in 2020/21.

- a.
 - i. Termination: 0
 - ii. Resignation: 10
 - iii. Retirement: 5
 - iv. Transfer: 0
 - v. Redundancy: 0
 - vi. Secondment: 0
 - vii. Other: 1

Note: Data only captures those who leave DCS, not those who transfer internally from an inspector role to another role within DCS.

16. How many SafeWork NSW Inspectors ceased their employment in the role in 2019/2020?

a. Please specify by the following categories:

- i. termination;
- ii. resignation;
- iii. retirement;
- iv. transfer;

- v. redundancy;
- vi. secondment; and
- vii. other

ANSWER:

16. 23 Inspectors ceased their employment in 2019/20.

- a.
 - i. Termination: 0.
 - ii. Resignation: 9.
 - iii. Retirement: 10.
 - iv. Transfer: 2.
 - v. Redundancy: 0.
 - vi. Secondment: 0.
 - vii. Other: 2.

Note: Data only captures those who leave DCS, not those who transfer internally from an inspector role to another role within DCS.

17. Are all of the 70 staff overseen by the Director, Health and Safe Design, SafeWork NSW working in the psychological health team?

- a. If not, what team(s) are they in and specify the numbers in the team(s)?

ANSWER:

17. No. There are 74 staff currently working in the Health and Safe Design Directorate. The 74 staff work across a number of different teams each with their own manager.

- a. Health and Safe Design Directorate teams and current employee numbers are outlined below:
 - Ergonomics & Work Environment: 13 staff
 - Psychosocial Services: 11 staff
 - Return to Work: 14 staff
 - Work Health & Wellbeing: 15 staff
 - TestSafe Engineering: 15 staff
 - Directorate Office: 7 staff

18. How many of the 70 staff deal solely with psychological issues?

ANSWER:

18. 26 current staff within the Health & Safe Design Directorate (HSD) in the Better Regulation Division Compliance and Dispute Resolution stream are dedicated to improving mental health at work. Outside of this number of dedicated resources, there are a number of workers who support education and awareness programs, compliance and

enforcement in respect of improving mental health at work. In addition to this, all our SafeWork NSW inspectors are trained and respond to psychological requests for service and incidents.
<p>19. How many full-time equivalent positions are there for psychological Inspectors in the psychological health team?</p> <p>a. How many of these full-time equivalent positions are currently filled?</p>
<p>ANSWER:</p> <p>19. In the Psychosocial Services team, there are 8 full-time equivalent (FTE) Inspector positions funded. The remaining team positions include the Manager, Project Officer and the Regulatory Services Officer (total 11 positions).</p> <p>a. As at 25 October 2022, 6 of the 8 Inspector positions are filled, one Principal Inspector is on short term secondment (within the Health and Safe Design Directorate), another Principal Inspector role is vacant. In addition, two new Assistant State Inspector positions are approved and funded but not yet filled.</p>
<p>20. With respect to the need for psychological Inspectors given the high number of claims, why are two Inspectors “on temporary movements across the business”?</p>
<p>ANSWER:</p> <p>20. One Inspector requested a change due to personal circumstances, the other requested a secondment to pursue a promotion and other interests.</p> <p>The inspectors were long term Psychological Health inspectors and were supported to take the secondments in the interests of job rotation, and to prevent and manage long term exposure risks.</p>
<p>21. As of 12th October 2022, how many temporary vacancies are there that you referred to on page 22 of Hansard?</p>
<p>ANSWER:</p> <p>21. One Principal Inspector position is temporarily vacant due to secondment. The other secondment position has been backfilled internally.</p>
<p>22. In regards to the ‘rotation of staff in and out of the business from time to time’ referred to on page 22 of Hansard, does SafeWork NSW have an official policy on rotations?</p> <p>23. How many staff have been rotated out of their businesses in the last three years?</p> <p>a. Please provide a breakdown by calendar year:</p> <p>i. 2020;</p> <p>ii. 2021; and</p> <p>iii. 2022 to-date</p>
<p>ANSWERS:</p> <p>22. No, there is no SafeWork NSW policy on ‘rotation of staff’.</p> <p>23. We refer to the response to question 22. While informal practices of staff rotating may occur, SafeWork NSW do not collect information to report on this movement.</p>
<p>24. Do any of the Inspectors in the psychological health team undertake inspections in rural, regional</p>

and remote areas of the state, given they are based in metropolitan areas?

- a. If so, how many inspections have been undertaken outside metropolitan areas in the last three years?
- b. Please provide a breakdown by calendar year:
 - i. 2020;
 - ii. 2021; and
 - iii. 2022 to-date

ANSWER:

24. Yes, and we confirm all our SafeWork NSW inspectors are trained in psychosocial investigations and this means that investigations and enforcement is not limited to the specialist team.

- a. Only estimates are available as SafeWork's data systems do not capture this level of detail.
 - i. 2020; Approximately 4 in field regional visits and in excess of 20 matters supported remotely with Regional Inspectors.
 - ii. 2021; Approximately 4 in field regional visits and in excess of 20 matters supported remotely with Regional Inspectors.
 - iii. 2022; Approximately 4 in field regional visits to date this year and in excess of 20 matters supported remotely with Regional Inspectors.

25. Does SafeWork NSW agree with Ms Amber Flohm's statements on page 2 of Hansard that the Department of Education and TAFE have failed 'to put systems, structures, policies and practices in place... in relation to assessing and minimising harm of psychosocial injuries'?

- a. Is SafeWork NSW undertaking any strategies to investigate the systems and structures of the Department of Education and TAFE?
- b. If so, please elaborate.

ANSWER:

25. SafeWork NSW is unable to comment on Ms Flohm's statement. There are no current SafeWork NSW investigations relevant to TAFE NSW or Department of Education concerning psychosocial injuries.

- a. There is no specific strategy to investigate Department of Education and TAFE NSW in relation to psychosocial injuries.
- b. Refer to the answer to Question 24a.

26. How many requests for investigations or complaints have there been to the external Resource Regulator for SafeWork NSW in the last three years?

- a. Please provide a breakdown by calendar year:
 - i. 2020;
 - ii. 2021; and
 - iii. 2022 to-date

ANSWER: Duplicate question. Refer to the answer to Question 9.

<p>27. How many Provisional Improvement Notices have been issued to the Department of Customers Service in the last three years by Health and Safety Representatives?</p> <p>a. Please provide a breakdown by calendar year:</p> <ul style="list-style-type: none"> i. 2020; ii. 2021; and iii. 2022 to-date <p>b. What were they for?</p> <p>c. Please outline which Directorate they came from.</p>
<p>ANSWER: Duplicate question. Refer to the answer to Question 11.</p>
<p>28. How many Provisional Improvement Notices have been issued to the Better Regulation Division in the last three years by Health and Safety Representatives?</p> <p>a. Please provide a breakdown by calendar year: i.</p> <ul style="list-style-type: none"> 2020; ii. 2021; and iii. 2022 to-date <p>b. What were they for?</p> <p>c. Please outline which Directorate they came from.</p>
<p>ANSWER: 28. Nil.</p> <ul style="list-style-type: none"> a. Refer to the answer to Question 28. b. Refer to the answer to Question 28. c. Refer to the answer to Question 28.
<p>29. How many Provisional Improvement Notices have been issued to SafeWork NSW in the last three years by Health and Safety Representatives?</p> <p>a. Please provide a breakdown by calendar year: i.</p> <ul style="list-style-type: none"> 2020; ii. 2021; and iii. 2022 to-date. <p>b. What were they for?</p> <p>c. Please outline which Directorate they came from.</p>
<p>ANSWER: Duplicate question. Refer to the answer to Question 12.</p>

Workers Compensation Scheme review 2022

Monday 10 October 2022

Responses to Questions taken on Notice by SafeWork NSW representatives

Question
<p>The Hon. GREG DONNELLY: I appreciate that. What I am trying to get is some specificity around those individuals who have full-time responsibility. I understand they are called "specialist psychological inspectors". Is that the term that you use, or is it not the term that you use?</p> <p>JIM KELLY: They all have the same role description, but we have a specialised team, so we recruit both externally and internally to the specialised team.</p> <p>The Hon. GREG DONNELLY: But that group within the 70 that does specialist work in the area of psychological injury, there is a total of eight of those. Is that a correct statement?</p> <p>JIM KELLY: Inspectors.</p> <p>The Hon. GREG DONNELLY: Inspectors, yes. With respect to that total of eight, is there a division between metropolitan and regional in terms of their location?</p> <p>JIM KELLY: They're metropolitan-based but they provide statewide support.</p> <p>The Hon. GREG DONNELLY: The eight are for the State of New South Wales. On notice, would you be able to provide us—obviously not now—with the number of these dedicated specialist psychological inspectors for the financial years '18-19, '19-20, '20-21?</p> <p>JIM KELLY: Certainly, we can take that on notice.</p>
ANSWER
<p>The number of dedicated specialist psychological inspectors are set out below. However please note all Inspectors across SafeWork NSW are trained and respond to psychological requests for service and incidents:</p> <p>2018/19: 8</p> <p>2019/20: 7</p> <p>2020/21: 9</p>
SafeWork enforcement action
<p>The Hon. ROD ROBERTS: Thank you, Mr Press and Mr Kelly. I'll address this to you, Mr Press, as the executive director. Has SafeWork undertaken any enforcement action at all against any PCBU's in relation to not providing a safe workplace as far as mental health issues are concerned?</p> <p>MATTHEW PRESS: Mr Kelly can talk to specifics. He manages that area more closely than me.</p> <p>The Hon. ROD ROBERTS: Fine. I don't care who answers it. It doesn't matter, as long as I get an answer.</p> <p>JIM KELLY: Yes. Thank you for the question. We certainly have. Most recently, I feel a significant outcome for us was an enforceable undertaking that we entered into following a violence matter within Sydney LHD. That enforceable undertaking was the greatest undertaking we've entered into for both physical and psychological matters, in excess of \$3 million, which essentially will drive significant improvements in terms of violence in the healthcare sector, particularly around hospitals for that particular matter. That had both physical and psychological implications for the workers involved. In addition to that, we do take a number of enforcement actions, primarily through improvement notices. The Hon. ROD ROBERTS: Through what, sorry?</p> <p>JIM KELLY: Improvement notices.</p> <p>The Hon. ROD ROBERTS: Yes.</p> <p>JIM KELLY: Across our request for service matters and our incidents that come to us.</p> <p>The Hon. ROD ROBERTS: Perhaps on notice you might be able to take this and come back with some more specific details in relation to that—how many enforcement actions you've taken, what they were, whether they were improvement notices or escalated, and the results of those—so we can drill down on this a bit.</p> <p>JIM KELLY: Yes, certainly, I can take that on notice.</p>
<p>Enforcement actions – Notices issued for reported Psychosocial issues are provided in the table below.</p>

Notices Issued:	2019	2020	2021	2022 (25/10/2022)
Improvement	153	138	84	58
Penalty	1	0	0	1
Prohibition	1	0	0	0

All improvement notices were complied with.

In August 2022, SafeWork NSW entered an enforceable undertaking (EU) with Sydney Local Health District. The EU is published on the SafeWork NSW website.

Nine of the matters included in the above table remain under investigation. For these, prosecution action is yet to be determined, subject to evidence and legal advice.

This data is from the SafeWork NSW WSMS system. Psychosocial related notices were determined by Notice Type Text = Consultation about safety issues, remote and working alone, Psychosocial OR contains Consultation about safety issues, bullying or violence OR Notice Details/Reason for Issue contains key words 'bullying, psycho, social, violence/violent, fatigue, traumatic, remote or isolated/working alone'.

SafeWork Improvement Notices

The Hon. ANTHONY D'ADAM: What about where there's a workers compensation claim, perhaps liability has been accepted that it's a psychological injury, and then the worker suicides? Does SafeWork have a role in that circumstance?

JIM KELLY: Again, we would rely heavily on referrals to draw that connection.

The Hon. ANTHONY D'ADAM: Do you have independent systems to be able to determine whether there's a role there for SafeWork? We can see in the statistics that there are, particularly in the public service where there are high levels of psychological injuries—clearly, something's happening. There are a lot of injuries occurring that are of a psychological nature. What systems do you have in place to draw your regulatory attention to those workplaces where it's clear that there are significant injuries occurring? I would cite, for example, the education sector, which, I think, has a very high number of psychological injuries. It's a major employer in the public sector. What regulatory attention have you provided to the Department of Education, for example, to satisfy yourself, as a regulator, that they've got safe systems of work in place that are protecting people from psychological injuries?

JIM KELLY: I think that's a broader question than just suicides. But if we talk about government agencies, which we know are over-represented when we look at TMF data and claims data amongst the government agencies, we have a portfolio arrangement where a manager within our organisation—not necessarily the psychological health team but all teams would have a management portfolio that works very closely with the government departments. So there is a manager that's responsible for the Department of Education. They would meet on a regular basis, normally three or four monthly, to proactively manage claims, both physical and psychological, in those government departments and look at trend management, look at complaints and incidents that are coming through to us, and proactively have discussions around what are those government departments doing to manage those risks.

The Hon. ANTHONY D'ADAM: **Have you issued any improvement notices? What kind of regulatory action are you taking in education, for example, where there is clearly an issue, in terms of psychological hazards?**

JIM KELLY: I would need to take that on notice. I am not the portfolio holder for the Department of Education; however, I am happy to take that **on notice**.

ANSWER

SafeWork NSW has not issued any improvement notices to the NSW Department of Education specific to psychosocial hazards in the period 1 January 2020 to 26 October 2022.

Types of regulatory action taken in education sector for psychosocial hazards is summarised in the table below:

Notice Type	2020	2021	2022
s155 WHS Act	0	1	3
s171 WHS Act	1	0	0

SafeWork NSW representatives meet with the Department of Education quarterly. The most recent meeting was on 20 July 2022.

People Matters Survey and BRD Organisational Chart

The Hon. ANTHONY D'ADAM: During budget estimates hearings I asked either you, Mr Press, or perhaps Ms Hogan about providing specific People Matter data in relation to SafeWork. The department failed to provide that data. Do you have any explanation as to why that specific data can't be provided?

MATTHEW PRESS: I'm not aware, sorry. No.

The Hon. ANTHONY D'ADAM: **Are you able to, on notice, provide the People Matter data for the directorate that you oversee?**

The CHAIR: Do you want to take a question on notice about a question on notice?

The Hon. ANTHONY D'ADAM: If you would like to take on notice, my question is can you provide the Committee with the data for your directorate.

JIM KELLY: Can I just seek clarification, if possible?

The Hon. GREG DONNELLY: Or will you provide the data?

JIM KELLY: Can I just seek clarification, if possible? SafeWork as an agency doesn't exist any more. The brand certainly does but the agency belongs to part of the better regulation division. We can certainly provide People Matter results for the better regulation division and/or the CDR, the compliance and dispute resolution stream that Mr Press manages. But SafeWork itself is part of the better regulation division, just to clarify the question.

The Hon. ANTHONY D'ADAM: **For Mr Press's specific stream of better regulation, could we have the People Matter data?**

JIM KELLY: This year's results are not quite available yet.

The Hon. GREG DONNELLY: **And perhaps an organisational chart** to help us understand it?

The Hon. ANTHONY D'ADAM: My colleague makes a very good point: Could you provide an organisational chart to help us have a better understanding of the internal—

The Hon. GREG DONNELLY: Just so it all fits together nicely

ANSWER

The organisational chart for the Compliance and Dispute Resolution (CDR) stream in the Better Regulation Division (BRD) is attached at **Tab A**.

The CDR PMES survey results are attached as follows:

- **Tab B:** 2020
- **Tab C:** 2021
- **Tab D:** 2022
- **Tab E:** provides the 2019 PMES report for SafeWork NSW.

People Matters Survey

The Hon. GREG DONNELLY: Okay. With respect to the earlier point we were making about the People Matter survey, on notice, are you able to provide that survey? That is an annual survey, is it not?

MATTHEW PRESS: Correct.

The Hon. GREG DONNELLY: There obviously would be a 2019-2020—do you operate on financial years or calendar years?

JIM KELLY: The surveys are generally run in October.

The Hon. GREG DONNELLY: **If you could provide October 2019, October 2020, October 2021—the current one is presumably under preparation—that would be helpful.**

JIM KELLY: Can I correct the record? I think it is running in August. The results are made available in late October—just for clarity.

The Hon. GREG DONNELLY: Fine. **Certainly 2019, 2020 and 2021, and maybe, if luck is running our way, we might have 2022.**

ANSWER

The CDR PMES data is provided for 2020-2022 at **Tabs B-D**.

Tab E provides the 2019 PMES report for SafeWork NSW.

SafeWork Improvement Notice to Department of Customer Service

The Hon. GREG DONNELLY: This is just a case study example. Could you help me understand the resolution of it? Look at the document on New South Wales Government letterhead that is headed "SafeWork NSW Improvement

Notice". The reference number on the right-hand side is 7-387097. That improvement notice was issued to the Department of Customer Service by SafeWork. If you look down the bottom, 26 November 2020 was when the inspector actually prepared the paperwork. If you look further up, the inspection appears to have taken place on the previous day, which was 25 November 2020. At the bottom of the page it states, "This contravention must be remedied before: 26/2/21". In the body of the document, the first sentence of the brief description states: Workers may be exposed to the risk of the health and safety as there is an inadequate system to investigate reported issues of bullying in the workplace. The next box, which is a little bit bigger, it states, "Directions as to the measures to be taken to remedy" et cetera. How can we be sure that a matter like that was duly followed up? Who would have done that, particularly with respect to the remediation required to have been done? If you have any direct knowledge of that particular matter, I'm happy for you to acknowledge that.

JIM KELLY: I'm vaguely familiar with this matter. I haven't refreshed my memory, but the inspector was one of our specialist inspectors at the time—specialist psychosocial inspectors. This matter was not in the Better Regulation division, so we deemed it as something that we could investigate and not refer to the Department of Primary Industries. This was part of the Department of Customer Service but not part of our division, so we felt we were far enough removed in order to investigate the matter. I don't recall exactly what division it was within, unfortunately. The notice was issued, obviously, by my inspector to the executive director in the department.

The Hon. GREG DONNELLY: Sorry to interrupt, but in your explanation earlier in the session, you didn't in any way qualify the arms-length dealing with complaints.

JIM KELLY: I did say "where there's a conflict that's identified".

The Hon. GREG DONNELLY: **How would you explain that there wasn't a conflict in this case, given that he was directly employed by you or directly accountable to you?**

The CHAIR: Sorry to jump in, but you are free to take something that specific on notice. I don't know how familiar you are with that particular issue. Sorry, Greg, I just didn't want to spring it on them.

The Hon. GREG DONNELLY: No, but the gentleman obviously—

JIM KELLY: **And I'm happy to take it on notice, if necessary.** This inspector was employed by myself; the worker who raised the complaint was not, and was not a member of our division.

The Hon. GREG DONNELLY: Sorry, I didn't quite get that.

MATTHEW PRESS: I think, Mr Donnelly, the separation that Mr Kelly is trying to point to is SafeWork is within the Department of Customer Service, a large cluster department. This complaint or this matter was not within our part of the organisation—so was not within the SafeWork Inspectorate or this Better Regulation division, which combines Fair Trading and SafeWork. I'm not sure where they were within the Department of Customer Service, but Mr Kelly is saying that there was an assessment that because it wasn't within our division, if you like—it was another part of the entity—there was sufficient separation. Does that help?

ANSWER

A response was provided at the hearing (transcript page 30). The bullying allegation was raised by a staff member outside of the Better Regulation Division. The allegation was raised within Revenue NSW, another Division within the Department of Customer Service.

In consultation with the Better Regulation Division Manager of Psychosocial Services and Director Health and Safe Design it was determined that this was a routine bullying investigation that did not place the Inspector in a direct conflict with the customer or with Revenue NSW. The Inspector was supported through the investigation, issued an Improvement Notice to the Chief People Officer for DCS and was satisfied the notice was complied with on time.

Health and Safe Design Directorate – reports of bullying

JIM KELLY: I don't have responsibility for the Department of Customer Service.

The Hon. GREG DONNELLY: We have a People Matter survey and you say that survey does not apply to you?

JIM KELLY: That survey applies to my 70 staff that I mentioned in my stream.

The Hon. GREG DONNELLY: Correct.

JIM KELLY: I don't believe that my results would reflect that.

The Hon. GREG DONNELLY: Sorry, I'm not being cute here, but you're contesting the 16 per cent figure for the year 2019-20?

JIM KELLY: No, sorry. I'm responsible for the Health and Safe Design directorate, of which 70 staff belong to. **We would not have had a 16 per cent report of bullying.** The Department of Customer Service may do, which is a question for the secretary in terms of what she is doing to manage that.

The Hon. GREG DONNELLY: **With respect to the area that you have responsibility for, is there a bullying figure available for that that's produced?**

JIM KELLY: There would be. I would have to take that on notice.

The Hon. GREG DONNELLY: And for the same period, if you can look at **2019, 2020, 2021 and 2022, that would be appreciated.**

JIM KELLY: Yes, certainly

ANSWER

There are no results in the PMES specific to bullying for the Health and Safe Design Directorate as the size of the Directorate does not meet the survey criteria to allow for a specific response for that team.

The results for the Compliance and Dispute Resolution function do meet the survey criteria in this regard and these results are provided at **Tabs B – D.**

The Health and Safe Design Directorate PMES results are available as follows:

- 2020 PMES Result – **Tab F**
- 2021 PMES Result – **Tab G**
- 2022 PMES Result – **Tab H**

The Health and Safe Design Directorate was created as part of a functional realignment of the Better Regulation Division which commenced in June 2019 and was finalised in April 2020. As such, the PMES report for SafeWork NSW is provided in respect of 2019 (**Tab E**).

Psychological Hazards- enforcement action

The Hon. ANTHONY D'ADAM: I have been looking at the answers returned by Tony Williams, who I think maybe was your predecessor. Is that right, Mr Press? In an answer returned in estimates that goes to the question that I think Mr Roberts asked about psychological hazards and enforcement action, there was a data table provided on the number of improvement notices, penalty notices and prohibition notices. **On notice, might you provide a breakdown of those figures? If you've got 2022 figures, include those. How many were public sector and how many were private sector, so that we can get a sense of where the emphasis is in terms of the enforcement action that's been taken around psychological hazards?**

JIM KELLY: Yes, I can take that on notice.

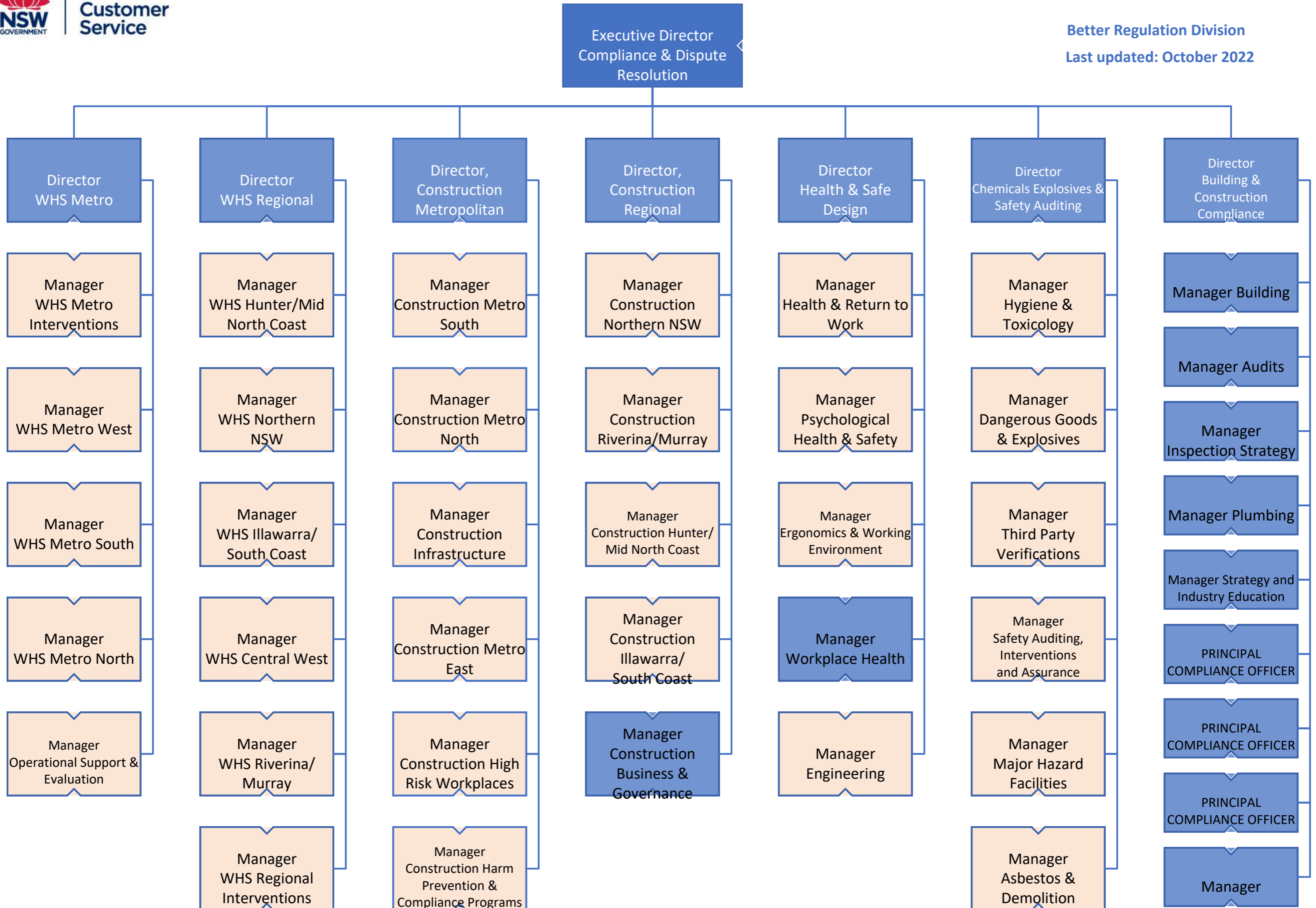
The Hon. ANTHONY D'ADAM: I will give you the reference. It's on page 19 of the answers provided to questions taken on notice on Friday 11 March by the then Minister for Fair Trading and Minister for Small Business, Ms Petinos.

ANSWER

Notices issued relevant to psychological hazards for period 2019-2021:

Private sector:	2019	2020	2021	2022 (25/10/2022)	Total
Improvement	95	90	56	43	284
Penalty	1	0	0	1	2
Prohibition	0	0	0	0	0
Total	96	90	56	44	286
Government:	2019	2020	2021	2022 (25/10/2022)	Total
Improvement	58	48	28	15	149
Penalty	0	0	0	0	0
Prohibition	1	0	0	0	1
Total	59	48	28	15	150

SafeWork NSW does not have 2022 data readily available. It would require significant resources to source, compile and validate this information for the time period. The diversion of resources cannot be supported at this time.





2020 | NSW Public Sector
Employee Survey

Organisational Unit Report

Compliance & Dispute Resolution

Parent unit: Better Regulation

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

See your results at a glance	4
Target specific areas and get tips for taking action	7
Explore how to drive engagement	36
Compare organisational units one level down	38
Discover if different groups of employees have different views	40
Find out more about how the survey works	47

See your results at a glance

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.

Response rate

80%

410 OF 515 RESPONDENTS

Employee engagement

67%

Compared to

Sector -1 (67%)

Cluster -5 (72%)

Job satisfaction

72%

Compared to

Sector +2 (70%)

Cluster -1 (73%)

Wellbeing, health and safety

78% *

Compared to

Sector +2 (76%)

Cluster -2 (80%)

Senior managers

61%

Compared to

Sector +3 (58%)

Cluster -8 (69%)

Communication and change management

62%

Compared to

Sector +1 (62%)

Cluster -10 (72%)

Inclusion and diversity

75%

Compared to

Sector +1 (74%)

Cluster -7 (82%)

Flexible working satisfaction

91% *

Compared to

Sector +25 (67%)

Cluster +10 (81%)

Role clarity and support

69%

Compared to

Sector +3 (66%)

Cluster -3 (73%)

Autonomy and employee voice

76% *

Compared to

Sector +5 (71%)

Cluster -3 (79%)

Feedback and performance management

65%

Compared to

Sector +2 (63%)

Cluster -7 (71%)

Learning and development

56%

Compared to

Sector +1 (54%)

Cluster -6 (61%)

Headline results for key topics (continued)

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

47% !

Compared to

Sector	+1 (45%)
Cluster	-10 (57%)

Teamwork and collaboration

73%

Compared to

Sector	+4 (69%)
Cluster	-4 (77%)

Risk and innovation

76%

Compared to

Sector	+1 (75%)
Cluster	-7 (83%)

Decision making and accountability

63%

Compared to

Sector	+3 (60%)
Cluster	-8 (71%)

Customer service

75%

Compared to

Sector	+1 (74%)
Cluster	-8 (83%)

Pay

69%

Compared to

Sector	+7 (63%)
Cluster	-3 (72%)

Grievance processes

44% !

Compared to

Sector	-1 (45%)
Cluster	-14 (58%)

Action on survey results

47% !






Compared to

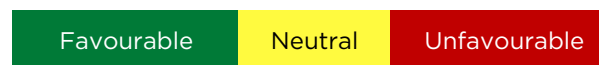
Sector	+1 (45%)
Cluster	-14 (61%)

Target specific areas and get tips for taking action

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	Sector % favourable	Cluster % favourable	Parent % favourable
Employee engagement (total score)		67%	67%	72%	67%
I would recommend my organisation as a great place to work		71%	68%	77%	72%
I am proud to tell others I work for my organisation		71%	74%	78%	72%
I feel a strong personal attachment to my organisation		65%	66%	65%	62%
My organisation motivates me to help it achieve its goals		57%	59%	69%	61%
My organisation inspires me to do the best in my job		56%	59%	69%	59%

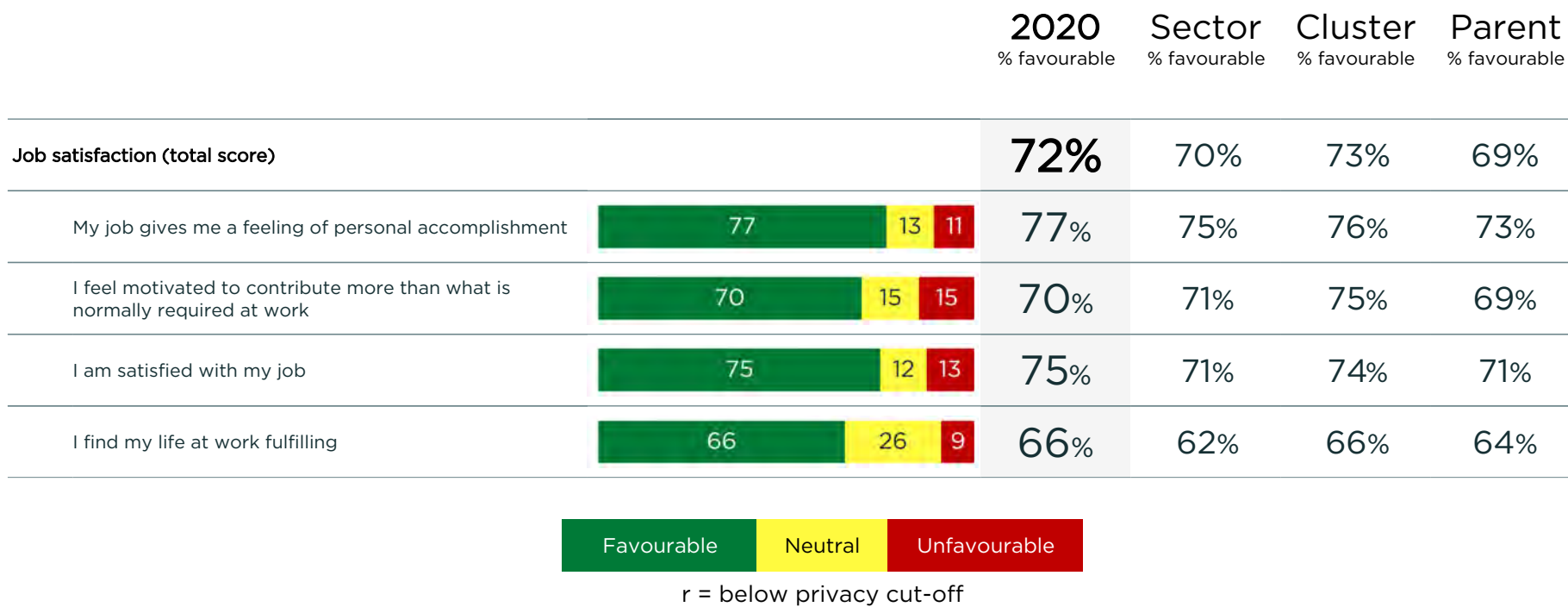


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Job satisfaction

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.

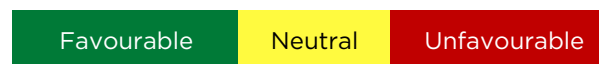


Wellbeing, health and safety

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	Sector % favourable	Cluster % favourable	Parent % favourable
Wellbeing, health and safety (total score)		78%	76%	80%	78%
I can keep my work stress at an acceptable level		68%	63%	72%	68%
I know how to address a health and safety issue I have found		91%	87%	89%	90%
In general, my sense of wellbeing is...		67%	65%	71%	69%
I am confident that I am contributing my best at work		83%	80%	84%	81%
There are people at work who care about me		79%	82%	85%	81%



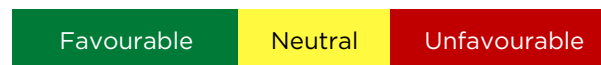
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Senior managers

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	Sector % favourable	Cluster % favourable	Parent % favourable
Senior managers (total score)		61%	58%	69%	66%
Senior managers provide clear direction for the future of the organisation	<div><div>53</div><div>23</div><div>24</div></div>	53%	53%	65%	61%
Senior managers model the values of my organisation	<div><div>58</div><div>24</div><div>17</div></div>	58%	58%	69%	65%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>66</div><div>25</div><div>10</div></div>	66%	56%	66%	65%
Senior managers communicate the importance of customers in our work	<div><div>78</div><div>14</div><div>8</div></div>	78%	70%	82%	80%
Senior managers keep employees informed about what's going on	<div><div>64</div><div>20</div><div>16</div></div>	64%	57%	70%	68%
Senior managers listen to employees	<div><div>46</div><div>30</div><div>23</div></div>	46%	49%	60%	55%
Senior managers support the career advancement of women	<div><div>61</div><div>33</div><div></div></div>	61%	64%	71%	66%








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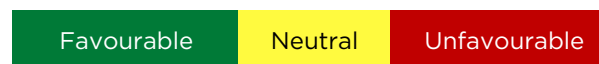
Communication and change management

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	Sector % favourable	Cluster % favourable	Parent % favourable
Communication and change management (total score)		62%	62%	72%	68%
My manager communicates effectively with me		82%	75%	82%	82%
Senior managers provide clear direction for the future of the organisation		53%	53%	65%	61%
Senior managers keep employees informed about what's going on		64%	57%	70%	68%
Change is managed well in my organisation		33%	41%	54%	43%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		80%	83%	89%	87%

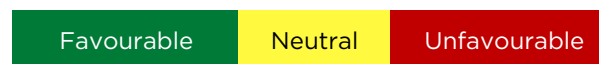


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

[Find out more about inclusion in the NSW public sector.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Inclusion and diversity (total score)		75%	74%	82%	79%
People in my workgroup treat each other with respect		86%	80%	88%	87%
Senior managers support the career advancement of women		61%	64%	71%	66%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		77%	79%	87%	82%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		78%	79%	86%	83%
I can speak up and share a different view to others in my organisation		74%	69%	78%	77%





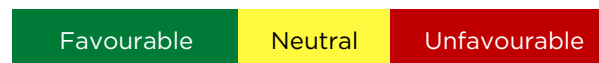
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Flexible working satisfaction

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	Sector % favourable	Cluster % favourable	Parent % favourable
Flexible working satisfaction (total score)		91%	67%	81%	91%
How satisfied are you with your ability to access and use flexible working arrangements?		93%	65%	80%	92%
My manager supports flexible working in my team		89%	68%	83%	91%



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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
Flexible start and finish times	85%
Working more hours over fewer days	13%
Working additional hours to make up for time off	20%
Flexible scheduling for rostered workers	8%
Part-time work	6%
Job sharing	r
Working from different locations	41%

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Type of flexible working	2020 % respondents
Working from home	93%
Purchasing annual leave	4%
Leave without pay	6%
Study leave	r
Other	2%
None of the above	3%

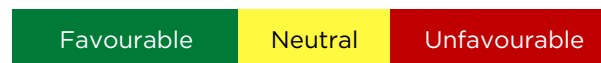
Role clarity and support

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









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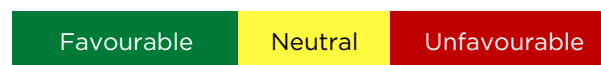
Autonomy and employee voice

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	Sector % favourable	Cluster % favourable	Parent % favourable
Autonomy and employee voice (total score)		76%	71%	79%	78%
I can make the decisions needed to help customers		86%	81%	85%	85%
My manager listens to what I have to say		85%	79%	85%	84%
My manager encourages and values employee input		84%	76%	85%	84%
My manager involves my workgroup in decisions about our work		78%	71%	79%	80%
Senior managers listen to employees		46%	49%	60%	55%
I can speak up and share a different view to others in my organisation		74%	69%	78%	77%








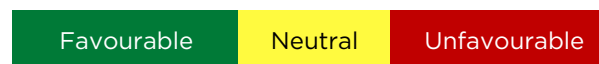
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Feedback and performance management

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	Sector % favourable	Cluster % favourable	Parent % favourable
Feedback and performance management (total score)		65%	63%	71%	66%
In the last 12 months, I have received feedback to help me improve my work		70%	65%	74%	69%
My performance is assessed against clear criteria		55%	55%	64%	59%
My manager provides recognition for the work I do		79%	72%	80%	79%
My manager encourages me to learn from my mistakes		75%	72%	81%	76%
My manager appropriately deals with employees who perform poorly		44%	49%	58%	49%



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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.

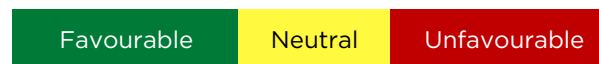
	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
I have a performance and development plan that sets out my individual goals				
Yes	84%	72%	78%	84%
No	16%	28%	22%	16%
I have informal feedback conversations with my manager				
Yes	88%	79%	85%	88%
No	12%	21%	15%	12%
I have scheduled feedback conversations with my manager				
Yes	81%	63%	77%	78%
No	19%	37%	23%	22%

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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	Sector % favourable	Cluster % favourable	Parent % favourable
Learning and development (total score)		56%	54%	61%	56%
I have received the training and development I need to do my job well	<div><div>65</div><div>19</div><div>16</div></div>	65%	62%	66%	62%
I am satisfied with the opportunities available for career development in my organisation	<div><div>48</div><div>24</div><div>28</div></div>	48%	48%	55%	51%
My organisation is committed to developing its employees	<div><div>54</div><div>24</div><div>22</div></div>	54%	54%	63%	54%

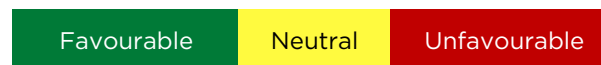


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

[See the NSW public sector's recruitment and selection guide for tips to improve recruitment.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Recruitment (total score)		47%	45%	57%	50%
I have confidence in the way recruitment decisions are made	<div><div>39</div><div>24</div><div>37</div></div>	39%	38%	49%	43%
My organisation generally selects capable people to do the job	<div><div>54</div><div>22</div><div>24</div></div>	54%	52%	64%	57%



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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	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	37%	40%	44%	40%
No	63%	60%	56%	60%

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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	Sector % respondents	Cluster % respondents	Parent % respondents
Are there barriers preventing you from moving to another role? If so, what are they?				
Lack of visible opportunities	32%	32%	30%	31%
Lack of promotion opportunities	34%	31%	28%	31%
Lack of support from my manager / supervisor	5%	12%	8%	6%
Geographic location considerations	35%	27%	23%	27%
Personal / family considerations	28%	30%	24%	25%
Insufficient training and development	12%	16%	13%	13%
Lack of required capabilities or experience	10%	13%	13%	11%
Lack of support for temporary assignments / secondments	18%	16%	13%	16%
The application / recruitment process is too cumbersome or time consuming	33%	24%	21%	27%
Other	9%	10%	10%	9%
There are no major barriers to my career progression	28%	26%	30%	29%

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

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






	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
How long do you think you will continue to work in your current organisation?				
Less than 1 year	3%	6%	8%	6%
1 year to less than 2 years	5%	8%	10%	8%
2 years to less than 5 years	23%	20%	22%	23%
5 years to less than 10 years	29%	25%	25%	28%
10 years to less than 20 years	25%	24%	19%	23%
More than 20 years	14%	17%	15%	12%

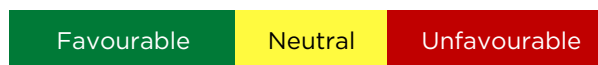
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Teamwork and collaboration

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	Sector % favourable	Cluster % favourable	Parent % favourable
Teamwork and collaboration (total score)		73%	69%	77%	75%
My workgroup works collaboratively to achieve its goals		82%	78%	85%	84%
There is good team spirit in my workgroup		80%	74%	82%	80%
People in my workgroup treat each other with respect		86%	80%	88%	87%
Senior managers promote collaboration between my organisation and other organisations we work with		66%	56%	66%	65%
There is good co-operation between teams across my organisation		50%	54%	65%	57%

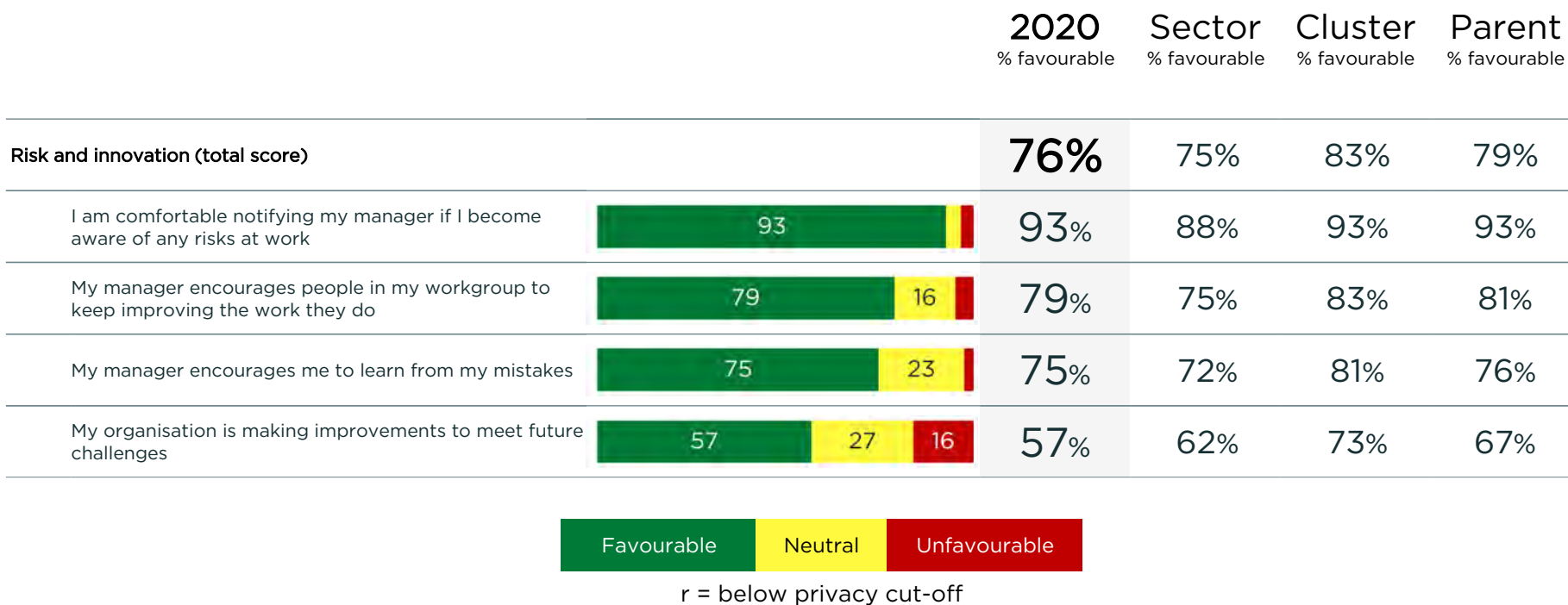


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.



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

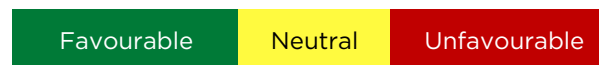
A healthy risk appetite can help foster innovation.



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	Sector % favourable	Cluster % favourable	Parent % favourable
Decision making and accountability (total score)		63%	60%	71%	66%
I have confidence in the decisions my manager makes		77%	72%	80%	78%
People in my organisation take responsibility for their own actions		50%	48%	62%	54%

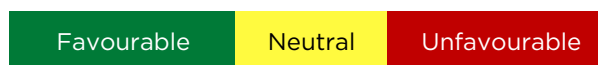


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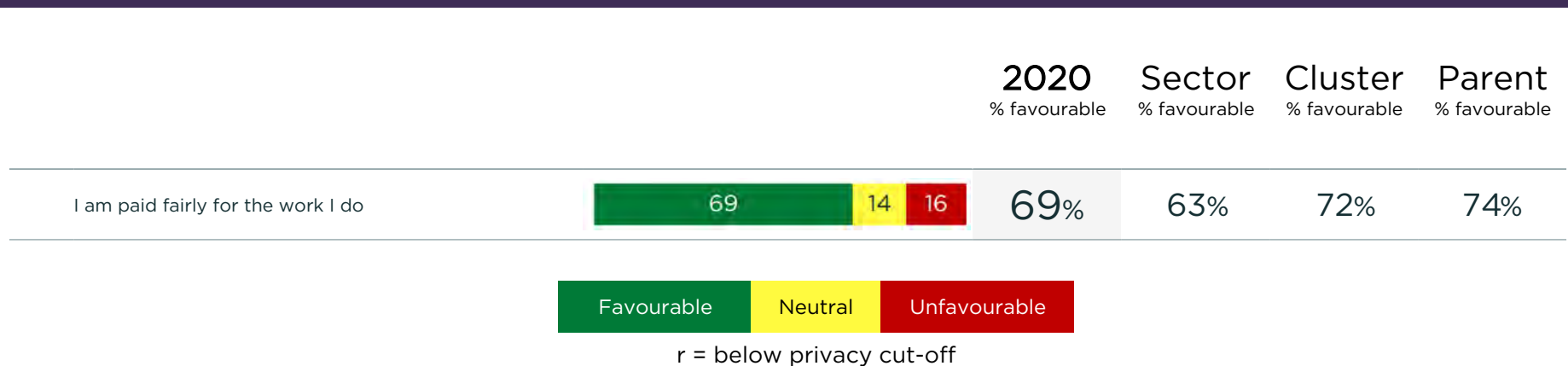
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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

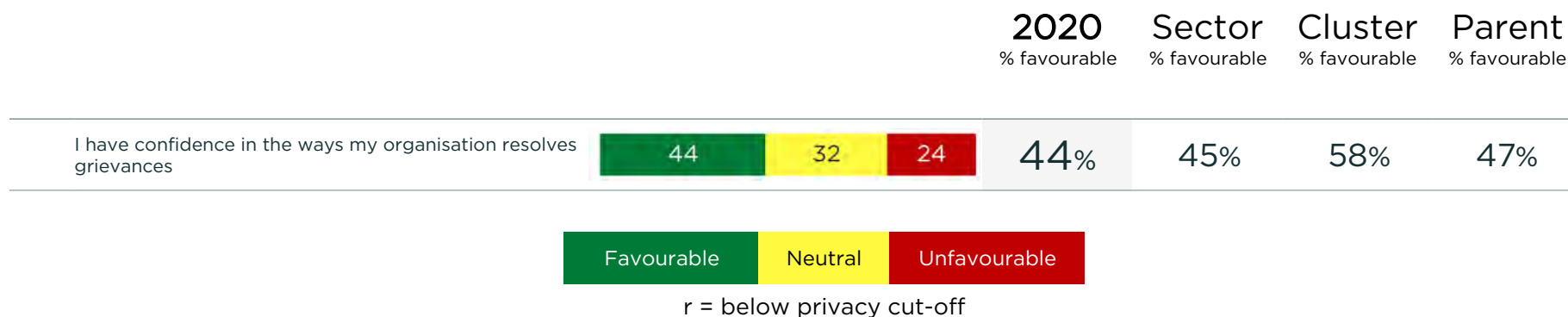
		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Customer service (total score)		75%	74%	83%	78%
I can make the decisions needed to help customers		86%	81%	85%	85%
My workgroup strives to achieve customer satisfaction		87%	85%	91%	89%
Senior managers communicate the importance of customers in our work		78%	70%	82%	80%
The processes in my organisation are designed to provide the best experience for customers		53%	58%	71%	61%
My organisation meets the needs of the people of NSW		66%	69%	81%	72%
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)		80%	81%	88%	84%



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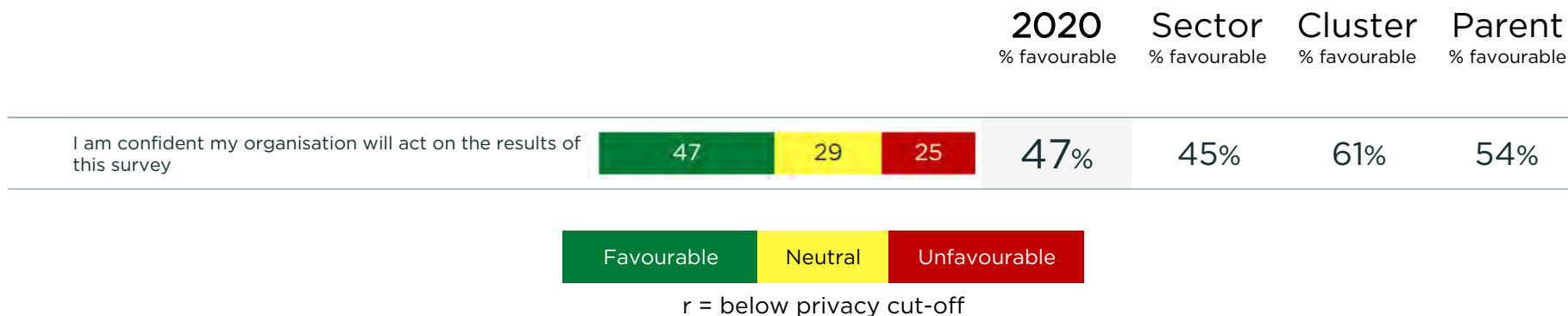


A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.



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.



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

	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you ever felt pressured to engage in misconduct at work?				
Yes	r	2%	-	-
No	97%	95%	96%	98%
Don't know	r	3%	-	-
In the last 12 months, have you been aware of any misconduct in your organisation?				
Yes	13%	16%	8%	10%
No	82%	75%	85%	85%
Don't know	6%	8%	7%	5%
Have you reported any of the misconduct you were aware of in the last 12 months?*				
Yes	52%	58%	58%	56%
No	48%	42%	42%	44%

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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	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you witnessed bullying at work?				
Yes	13%	22%	12%	14%
No	83%	72%	82%	81%
Don't know	4%	6%	6%	5%
In the last 12 months, have you been bullied at work?				
Yes	9%	14%	8%	9%
No	87%	81%	88%	87%
Don't know	4%	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.](#)

	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
Who has been the source of bullying in the last 12 months?				
A senior manager	49%	28%	21%	31%
Your immediate manager / supervisor	r	31%	-	-
Another manager	27%	16%	16%	19%
A fellow worker at your level	30%	34%	34%	26%
A subordinate	r	12%	-	-
A customer	r	8%	-	-
A member of the public other than a customer	r	3%	-	-
Other	r	4%	-	-
Prefer not to say	r	11%	-	-

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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	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you experienced sexual harassment at work?				
Yes	r	4%	-	-
Prefer not to say	r	2%	-	-
No	94%	94%	96%	96%
In the last 12 months, have you been threatened with physical harm or physically harmed at work?				
Yes	4%	6%	1%	1%
No	96%	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 job gives me a feeling of personal accomplishment	Job satisfaction

Compare organisational units one level down

Child unit comparison for key topics

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	Construction Metro	Construction Regional	Compliance - Liquor & Gaming	Compliance and Dispute Resolution Executive Team	Consumer, Building & Property	Health & Safe Design	Chemicals, Explosives & Safety Auditing	WHS - Metro	WHS Regional
EMPLOYEE ENGAGEMENT	67%	65%	70%	75%+	79%+	67%	75%+	65%	57%^	62%^
WELLBEING, HEALTH AND SAFETY	78%	76%	75%	89%+	86%+	76%	83%+	76%	74%	77%
SENIOR MANAGERS	61%	53%^	61%	76%+	87%+	64%	71%+	65%	49%^	52%^
COMMUNICATION AND CHANGE MANAGEMENT	62%	54%^	65%	82%+	77%+	64%	71%+	67%	53%^	52%^
INCLUSION AND DIVERSITY	75%	70%^	70%^	88%+	92%+	76%	83%+	74%	70%^	72%
ROLE CLARITY AND SUPPORT	69%	60%^	70%	79%+	78%+	69%	80%+	65%	69%	67%
AUTONOMY AND EMPLOYEE VOICE	76%	71%^	70%^	81%+	92%+	76%	85%+	80%	73%	70%^
LEARNING AND DEVELOPMENT	56%	53%	51%^	69%+	86%+	52%	65%+	58%	50%^	50%^
TEAMWORK AND COLLABORATION	73%	69%	79%+	88%+	86%+	72%	79%+	66%^	74%	65%^

+ 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	LGBTIQ+	% respondents	Type of work	% respondents
Male	50	Yes	(r)	Service delivery involving direct contact with the public	62
Female	35	No	87	Other service delivery work	(r)
Non-binary	(r)	Prefer not to say	(r)	Administrative support	(r)
Prefer not to say	(r)			Corporate services	(r)
		Employment status		Policy	(r)
Age		Senior executive	(r)	Research	(r)
15 - 34 years	11	Ongoing / permanent	92	Program and project management support	9
35 - 54 years	47	Temporary	3	Legal	(r)
55+ years	20	Casual	(r)	Other	18
Prefer not to say	22	Contract-non-executive	(r)		
		Labour hire	(r)		
LOTE spoken at home		Other	(r)	Organisation tenure	
Yes	15	Don't know	(r)	Less than 1 year	9
No	73			1 year to less than 2 years	5
Prefer not to say	12	Working arrangement		2 years to less than 5 years	22
		Full-time	95	5 years to less than 10 years	19
Aboriginal and/or Torres Strait Islander		Part-time	5	10 years to less than 20 years	33
Yes	3	Frontline / Non-frontline staff		More than 20 years	12
No	84	Frontline	62		
Prefer not to say	13	Non-frontline	38	Salary	
				\$85,743 and below	12
Disability				\$85,744 - \$111,076	32
Yes	5			\$111,077 - \$148,578	39
No	83			\$148,579 and above	3
Prefer not to say	12			Prefer not to say	14

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	67%	68%	70%	(r)	(r)	(r)	(r)	71%+	76%+	69%	66%
WELLBEING, HEALTH AND SAFETY	78%	78%	83%+	(r)	(r)	(r)	(r)	83%+	89%+	81%	77%
SENIOR MANAGERS	61%	62%	69%+	(r)	(r)	(r)	(r)	65%	76%+	66%+	61%
COMMUNICATION AND CHANGE MANAGEMENT	62%	63%	69%+	(r)	(r)	(r)	(r)	66%	76%+	67%	63%
INCLUSION AND DIVERSITY	75%	78%	79%	(r)	(r)	(r)	(r)	76%	87%+	79%	78%
ROLE CLARITY AND SUPPORT	69%	70%	76%+	(r)	(r)	(r)	(r)	79%+	84%+	73%	69%
AUTONOMY AND EMPLOYEE VOICE	76%	77%	78%	(r)	(r)	(r)	(r)	76%	86%+	79%	77%
LEARNING AND DEVELOPMENT	56%	60%	61%+	(r)	(r)	(r)	(r)	69%+	76%+	60%	54%
TEAMWORK AND COLLABORATION	73%	75%	76%	(r)	(r)	(r)	(r)	77%+	83%+	76%	75%

+ 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%	63%	(r)	(r)	(r)	(r)	(r)	77%+	(r)	70%
WELLBEING, HEALTH AND SAFETY	78%	76%	(r)	(r)	(r)	(r)	(r)	83%+	(r)	81%
SENIOR MANAGERS	61%	56%^	(r)	(r)	(r)	(r)	(r)	77%+	(r)	66%+
COMMUNICATION AND CHANGE MANAGEMENT	62%	58%	(r)	(r)	(r)	(r)	(r)	76%+	(r)	68%+
INCLUSION AND DIVERSITY	75%	73%	(r)	(r)	(r)	(r)	(r)	87%+	(r)	75%
ROLE CLARITY AND SUPPORT	69%	66%	(r)	(r)	(r)	(r)	(r)	79%+	(r)	74%+
AUTONOMY AND EMPLOYEE VOICE	76%	74%	(r)	(r)	(r)	(r)	(r)	82%+	(r)	76%
LEARNING AND DEVELOPMENT	56%	51%	(r)	(r)	(r)	(r)	(r)	63%+	(r)	66%+
TEAMWORK AND COLLABORATION	73%	70%	(r)	(r)	(r)	(r)	(r)	86%+	(r)	76%

+ 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%	80%+	(r)	65%	65%	66%	62%
WELLBEING, HEALTH AND SAFETY	78%	91%+	(r)	78%	77%	75%	74%
SENIOR MANAGERS	61%	76%+	(r)	61%	60%	58%	58%
COMMUNICATION AND CHANGE MANAGEMENT	62%	77%+	(r)	64%	60%	60%	61%
INCLUSION AND DIVERSITY	75%	84%+	(r)	78%	70%^	76%	73%
ROLE CLARITY AND SUPPORT	69%	86%+	(r)	73%	67%	66%	67%
AUTONOMY AND EMPLOYEE VOICE	76%	88%+	(r)	75%	75%	75%	73%
LEARNING AND DEVELOPMENT	56%	82%+	(r)	55%	55%	49%^	52%
TEAMWORK AND COLLABORATION	73%	85%+	(r)	74%	68%^	74%	66%^

+ 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%	(r)	69%	(r)	75%+	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	78%	(r)	81%	(r)	83%+	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	(r)	66%+	(r)	67%+	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	68%+	(r)	68%+	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	80%	(r)	84%+	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	69%	(r)	73%	(r)	78%+	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	76%	(r)	80%+	(r)	83%+	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	56%	(r)	59%	(r)	65%+	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	73%	(r)	76%	(r)	81%+	(r)	(r)	(r)	(r)

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

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	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	78%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	73%	(r)	(r)	(r)	(r)	(r)	(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

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.



2021 | NSW Public Sector
Employee Survey

Organisational Unit Report

Compliance & Dispute Resolution

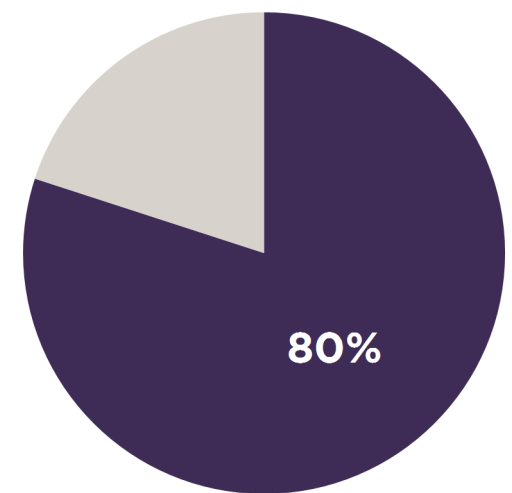
Parent unit: Better Regulation

Survey period: 23 August to 17 September 2021

Completed surveys: 436

Response rate: 80%

Response rate:



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

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High level results

Discover key results and patterns

Headline results for key topics

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



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



Highest and lowest questions

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

+ Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Flexible working	8h	My manager supports flexible working in my team	92%	+3%
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	90%	-3%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	88%	+2%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	88%	-5%
Customer service	2d	People in my workgroup can explain how their work impacts customers	86%	-

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	34%	+2%
Recruitment	7f	I have confidence in the way recruitment decisions are made	40%	+1%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	42%	-2%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	49%	+1%
Employee voice / Senior managers	6f	Senior managers listen to employees	53%	+6%

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
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	53%	+9%
Action on survey results	9	I am confident my organisation will act on the results of this survey	54%	+7%
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	+7%
Employee voice / Senior managers	6f	Senior managers listen to employees	53%	+6%
Senior managers	6b	Senior managers model the values of my organisation	65%	+6%

- Least improved questions

			2021 % favourable	difference from 2020
Job satisfaction	1n	I find my life at work fulfilling	59%	-6%
Job satisfaction	1i	I am satisfied with my job	70%	-5%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	88%	-5%
Role clarity and support	1a	I understand what is expected of me to do well in my job	79%	-5%
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	72%	-5%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

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

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

Topic	Key driver questions		2021 % favourable	Action
Communication and change management	7b	Change is managed well in my organisation	34%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	60%	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	56%	Improve
Learning and development	7e	My organisation is committed to developing its employees	59%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	56%	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	58%	Improve

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Results by topic

Discover more about your results

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Employee engagement (total score)*				67	+1	0	-7	-3
7j	I would recommend my organisation as a great place to work	70	17 13	70%	-1%	+4%	-9%	-6%
7k	I am proud to tell others I work for my organisation	70	19 11	70%	-1%	-4%	-11%	-5%
7l	I feel a strong personal attachment to my organisation	64	23 13	64%	-2%	-1%	-4%	-1%
7m	My organisation motivates me to help it achieve its goals	60	26 14	60%	+3%	0%	-12%	-6%
7n	My organisation inspires me to do the best in my job	58	26 16	58%	+2%	-3%	-15%	-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%

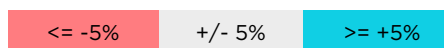
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Intention to stay

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

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

19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Less than 1 year		8%	+5%	+1%	0%	0%
1 year to less than 2 years		7%	+3%	-2%	-3%	-1%
2 years to less than 5 years		20%	-3%	0%	-2%	-2%
5 years to less than 10 years		25%	-5%	-1%	0%	-3%
10 years to less than 20 years		25%	-1%	+2%	+5%	+2%
More than 20 years		15%	+1%	0%	0%	+3%



r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Job satisfaction (total score)				68%	-4%	-2%	-7%	-4%
1g	My job gives me a feeling of personal accomplishment	72	16 12	72%	-5%	-4%	-6%	-3%
1h	I feel motivated to contribute more than what is normally required at work	69	15 17	69%	-1%	-2%	-9%	-5%
1i	I am satisfied with my job	70	16 14	70%	-5%	-1%	-7%	-6%
1n	I find my life at work fulfilling	59	27 13	59%	-6%	-1%	-7%	-3%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Wellbeing (total score)				69%	-2%	0%	-6%	-4%
1j	I can keep my work stress at an acceptable level	65	18 17	65%	-3%	+3%	-6%	-4%
1m	In general, my sense of wellbeing is...	63	29 8	63%	-4%	0%	-6%	-2%
8d	There are people at work who care about me	81	15	81%	+2%	-3%	-6%	-4%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Customer service (total score)				74%	+8%	+1%	-9%	-6%
1k	I am empowered to make the decisions needed to help customers and/or communities	74	14 12	74%	-	+3%	-5%	-3%
2d	People in my workgroup can explain how their work impacts customers	86	9	86%	-	+5%	-1%	-1%
2e	My workgroup considers customer needs when planning our work	83	9 7	83%	-	0%	-4%	-3%
6d	Senior managers communicate the importance of customers in our work	75	16 9	75%	-2%	+5%	-8%	-7%
7h	The processes in my organisation are designed to support the best experience for customers	58	28 13	58%	+5%	-2%	-16%	-9%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	64	21 15	64%	-1%	-6%	-18%	-11%

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)				67%	-2%	0%	-7%	-5%
1a	I understand what is expected of me to do well in my job	79	11 9	79%	-5%	-6%	-7%	-5%
1b	I get the support I need to do my job well	71	14 15	71%	-2%	+5%	-7%	-5%
1c	I have the tools and technology to do my job well	68	14 18	68%	-4%	-3%	-11%	-10%
1d	I have the time to do my job well	65	15 20	65%	-2%	+9%	-5%	-3%
3e	My performance is assessed against clear criteria	56	25 20	56%	+1%	-2%	-8%	-5%
3f	I have received the training and development I need to do my job well	65	20 16	65%	0%	0%	-3%	-2%

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

r = below privacy cut-off

Job purpose and enrichment

Purpose and direction

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Job purpose and enrichment (total score)			77%	-	+5%	0%	-2%
1e	My job gives me opportunities to use a variety of skills	79 10 12	79%	-	-2%	-4%	-2%
1f	I have a choice in deciding how I carry out day to day work tasks	85 7 8	85%	-	+12%	+11%	-2%
3d	In the last 12 months, I have received feedback to help me improve my work	71 17 12	71%	+1%	+6%	-3%	-2%
5j	My manager communicates how my role contributes to my organisation's purpose	73 16 11	73%	-	+5%	-5%	-2%

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)				77%	+1%	+2%	-8%	-5%
1l	I am comfortable notifying my manager if I become aware of any risks at work	88	7	88%	-5%	+1%	-5%	-3%
5a	My manager encourages people in my workgroup to keep improving the work they do	81	12 7	81%	+2%	+5%	-5%	-2%
5h	My manager encourages me to learn from my mistakes	77	17	77%	+2%	+4%	-6%	-2%
7a	My organisation is making improvements to meet future challenges	60	27 13	60%	+3%	-2%	-16%	-12%

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)				75%	-	+1%	-10%	-7%
7p	I am confident work health and safety issues I raise will be addressed promptly	74	13 14	74%	-	-3%	-12%	-8%
7q	There are effective resources in my organisation to support employee wellbeing	75	16 9	75%	-	+5%	-8%	-6%

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

r = below privacy cut-off

Grievance handling

Work environment

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent	
10	I have confidence in the ways my organisation handles grievances	42	39	19	42%	-2%	-4%	-21%	-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)				77%	+2%	+3%	-6%	-4%
2c	People in my workgroup treat each other with respect	88	7	88%	+2%	+7%	-2%	0%
6g	Senior managers support the career advancement of women	64	29	64%	+3%	+1%	-10%	-9%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84	10	84%	+7%	+5%	-5%	-2%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	83	9	83%	+6%	+3%	-5%	-2%
8c	I can speak up and share a different view to others in my organisation	72	15	72%	-2%	+3%	-7%	-5%
8e	I feel that I belong in my organisation	73	16	73%	-	+2%	-6%	-4%

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)				70%	+1%	+3%	-8%	-5%
2a	My workgroup works collaboratively to achieve its goals	83	7 10	83%	+1%	+3%	-3%	-2%
2b	There is good team spirit in my workgroup	80	10 11	80%	0%	+4%	-6%	-3%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	25 12	64%	-2%	+7%	-6%	-7%
7c	There is good co-operation between teams across my organisation	54	23 23	54%	+4%	-3%	-15%	-8%

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)			91%	0%	+25%	+8%	-1%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	90	90%	-3%	+26%	+9%	-2%
8h	My manager supports flexible working in my team	92	92%	+3%	+24%	+7%	-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	89%	+5%	+46%	+29%	+3%
Working more hours over fewer days	14%	0%	+4%	0%	0%
Working additional hours to make up for time off	29%	+8%	+12%	+5%	0%
Flexible scheduling for rostered workers	7%	-1%	0%	-2%	+2%
Part-time work	5%	-1%	-7%	-5%	-2%
Job sharing	r	-	-	-	-
Working from different locations	29%	-13%	+12%	+13%	+5%
Working from home	92%	-1%	+33%	+20%	0%
Purchasing annual leave	3%	-1%	+1%	+1%	+2%
Leave without pay	3%	-3%	-4%	-3%	-1%
Study leave	r	-	-	-	-
Other	3%	0%	0%	-1%	0%
None of the above	r	-	-	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)					48%	+1%	0%	-13%	-7%
7f	I have confidence in the way recruitment decisions are made	40	26	34	40%	+1%	-1%	-13%	-7%
7g	My organisation generally selects capable people to do the job	56	23	22	56%	+2%	+1%	-12%	-7%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Learning and development (total score)				57%	+2%	0%	-8%	-6%
3f	I have received the training and development I need to do my job well	65	20 16	65%	0%	0%	-3%	-2%
3g	I am satisfied with the opportunities available for career development in my organisation	49	26 26	49%	+1%	-2%	-12%	-10%
7e	My organisation is committed to developing its employees	59	26 15	59%	+5%	+3%	-10%	-5%

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

r = below privacy cut-off

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

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

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

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Yes	41%	+4%	+3%	-1%	+3%
No	59%	-4%	-3%	+1%	-3%

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

Lack of visible opportunities	<div></div>	27%	-6%	-2%	+4%	+4%
Lack of promotion opportunities	<div></div>	28%	-6%	0%	+5%	+2%
Lack of support from my manager / supervisor	<div></div>	8%	+3%	-3%	+2%	+1%
Geographic location considerations	<div></div>	28%	-7%	+4%	+12%	+7%
Personal / family considerations	<div></div>	28%	0%	-1%	+7%	+4%
Insufficient training and development	<div></div>	15%	+3%	+1%	+3%	+1%
Lack of required capabilities or experience	<div></div>	12%	+2%	0%	-2%	-2%
Lack of support for temporary assignments / secondments	<div></div>	12%	-6%	-1%	+2%	+1%
The application / recruitment process is too cumbersome or time consuming	<div></div>	28%	-4%	+7%	+9%	+1%
Other	<div></div>	7%	-2%	-3%	-3%	-1%
There are no major barriers to my career progression	<div></div>	29%	+1%	0%	-7%	-4%

<= -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	68	18 13	68%	-1%	+10%	-5%	-11%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recognition (total score)				69%	-	+6%	-5%	-4%
5g	My manager provides recognition for the work I do	80	10 10	80%	+1%	+7%	-2%	-2%
7o	I receive adequate recognition for my contributions from my organisation	58	24 18	58%	-	+6%	-8%	-5%

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

r = below privacy cut-off

Feedback and performance management

Enabling practices

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Feedback and performance management (total score)				64%	+3%	+3%	-6%	-2%
3d	In the last 12 months, I have received feedback to help me improve my work	71	17 12	71%	+1%	+6%	-3%	-2%
3e	My performance is assessed against clear criteria	56	25 20	56%	+1%	-2%	-8%	-5%
5h	My manager encourages me to learn from my mistakes	77	17	77%	+2%	+4%	-6%	-2%
5i	My manager appropriately deals with employees who perform poorly	53	32 15	53%	+9%	+4%	-8%	0%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Performance management process								
3a	I have a performance and development plan that sets out my individual goals			75%	-9%	+1%	+6%	-1%
3b	I have informal feedback conversations with my manager			88%	0%	+8%	+3%	+2%
3c	I have scheduled feedback conversations with my manager			79%	-2%	+14%	+4%	+2%

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

r = below privacy cut-off

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Senior managers (total score)				64%	+3%	+5%	-10%	-10%
6a	Senior managers provide clear direction for the future of the organisation	56	23 21	56%	+3%	+1%	-14%	-14%
6b	Senior managers model the values of my organisation	65	24 11	65%	+6%	+6%	-10%	-9%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	25 12	64%	-2%	+7%	-6%	-7%
6d	Senior managers communicate the importance of customers in our work	75	16 9	75%	-2%	+5%	-8%	-7%
6e	Senior managers keep employees informed about what's going on	70	17 13	70%	+6%	+11%	-6%	-8%
6f	Senior managers listen to employees	53	28 19	53%	+6%	+3%	-12%	-14%
6g	Senior managers support the career advancement of women	64	29	64%	+3%	+1%	-10%	-9%

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

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Decision making and accountability (total score)				65%	+2%	+4%	-9%	-5%
5f	I have confidence in the decisions my manager makes	77	13 11	77%	0%	+4%	-7%	-4%
7d	People in my organisation take responsibility for their own actions	54	27 19	54%	+4%	+4%	-12%	-5%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Communication and change management (total score)				60%	+2%	+2%	-12%	-9%
5c	My manager communicates effectively with me	81	9 10	81%	-1%	+6%	-4%	-2%
6a	Senior managers provide clear direction for the future of the organisation	56	23 21	56%	+3%	+1%	-14%	-14%
6e	Senior managers keep employees informed about what's going on	70	17 13	70%	+6%	+11%	-6%	-8%
7b	Change is managed well in my organisation	34	32 34	34%	+2%	-8%	-24%	-15%

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

r = below privacy cut-off

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Employee voice (total score)			74%	0%	+4%	-6%	-6%
5b	My manager listens to what I have to say	83 7 10	83%	-2%	+4%	-5%	-3%
5d	My manager encourages and values employee input	82 9 8	82%	-2%	+6%	-5%	-3%
5e	My manager involves my workgroup in decisions about our work	78 10 12	78%	0%	+7%	-3%	-3%
6f	Senior managers listen to employees	53 28 19	53%	+6%	+3%	-12%	-14%
8c	I can speak up and share a different view to others in my organisation	72 15 13	72%	-2%	+3%	-7%	-5%

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

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
9	I am confident my organisation will act on the results of this survey	54	23	23	54%	+7%	+7%	-14%	-11%

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	9%	-4%	-7%	+3%	+1%
witnessed bullying	12%	-1%	-10%	+3%	+2%
experienced bullying	8%	-2%	-6%	+1%	+1%
witnessed sexual harassment	r	-	-	-	-
experienced sexual harassment	3%	0%	-1%	+1%	+1%
experienced threats or physical harm	3%	-1%	-5%	+1%	+1%
experienced discrimination	9%	-	-1%	+3%	+2%
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	LGBTIQ+	% respondents	Type of work	% respondents
Male	46	Yes	4	Service delivery involving direct contact with the public	55
Female	34	No	85	Other service delivery work	4
Non-binary	r	Prefer not to say	11	Administrative support	7
Prefer not to say	19			Corporate services	r
		Employment status		Policy	r
Age		Senior executive	r	Research	r
15-34 years	12	Ongoing / permanent	92	Program and project management support	10
35-54 years	47	Temporary	5	Legal	r
55+ years	16	Casual	r	Other	23
Prefer not to say	26	Contract-non-executive	r		
		Labour hire	r		
LOTE spoken at home		Other	r	Organisation tenure	
Yes	18	Don't know	r	Less than 1 year	12
No	70			1 year to less than 2 years	7
Prefer not to say	12	Working arrangement		2 years to less than 5 years	20
		Full-time	95	5 years to less than 10 years	23
Aboriginal and/or Torres Strait Islander		Part-time	5	10 years to less than 20 years	27
Yes	3			More than 20 years	12
No	86				
Prefer not to say	11			Salary	
				\$85,743 and below	13
Disability				\$85,744 - \$111,076	29
Yes	6			\$111,077 - \$148,577	37
No	82			\$148,578 and above	2
Prefer not to say	13			Prefer not to say	18

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	Chemicals, Explosives & Safety Auditing	Compliance - Liquor & Gaming	Construction Services Group - Metropolitan	Construction Services Group - Regional	Consumer, Building & Property	Health & Safe Design	WHS - Metro	WHS - Regional
Employee engagement	67	69	68	62	81	68	70	55	64
Wellbeing	69%	73%	70%	62%	78%	68%	67%	64%	77%
Role clarity and support	67%	75%	67%	63%	77%	61%	64%	66%	73%
Inclusion and diversity	77%	79%	82%	75%	87%	80%	75%	68%	73%
Teamwork and collaboration	70%	70%	77%	71%	82%	67%	70%	63%	68%
Learning and development	57%	60%	61%	52%	78%	50%	62%	56%	57%
Senior managers	64%	70%	60%	63%	82%	63%	67%	51%	57%
Communication and change management	60%	63%	60%	53%	77%	62%	64%	47%	56%
Employee voice	74%	77%	75%	75%	79%	70%	72%	71%	74%

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	67	70	72	r	63	60	64	70	76	71	68
Wellbeing	69%	71%	75%	r	67%	68%	62%	75%	82%	73%	72%
Role clarity and support	67%	71%	74%	r	67%	66%	69%	71%	84%	69%	70%
Inclusion and diversity	77%	81%	82%	r	63%	75%	77%	79%	87%	82%	83%
Teamwork and collaboration	70%	72%	78%	r	63%	70%	77%	72%	84%	75%	68%
Learning and development	57%	63%	62%	r	42%	54%	67%	60%	77%	61%	58%
Senior managers	64%	66%	73%	r	58%	55%	67%	69%	71%	71%	66%
Communication and change management	60%	62%	70%	r	63%	56%	63%	68%	72%	67%	60%
Employee voice	74%	75%	81%	r	70%	78%	72%	73%	84%	79%	73%

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	67	66	r	77	r	r	r	71	r	66
Wellbeing	69%	70%	r	79%	r	r	r	70%	r	65%
Role clarity and support	67%	68%	r	80%	r	r	r	75%	r	65%
Inclusion and diversity	77%	78%	r	86%	r	r	r	86%	r	76%
Teamwork and collaboration	70%	69%	r	80%	r	r	r	82%	r	71%
Learning and development	57%	58%	r	72%	r	r	r	68%	r	57%
Senior managers	64%	62%	r	74%	r	r	r	83%	r	65%
Communication and change management	60%	59%	r	69%	r	r	r	78%	r	62%
Employee voice	74%	74%	r	86%	r	r	r	87%	r	72%

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


r = below privacy cut-off

Selected key topic results by 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	73	81	63	67	67	67
Wellbeing	69%	82%	91%	65%	67%	68%	66%
Role clarity and support	67%	80%	85%	61%	65%	66%	70%
Inclusion and diversity	77%	82%	91%	78%	74%	78%	76%
Teamwork and collaboration	70%	81%	83%	72%	68%	67%	69%
Learning and development	57%	75%	81%	53%	53%	52%	60%
Senior managers	64%	70%	83%	66%	62%	61%	63%
Communication and change management	60%	73%	82%	58%	59%	57%	57%
Employee voice	74%	85%	88%	71%	71%	74%	71%

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


r = below privacy cut-off

Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	67	45	67	r	74	r	r	r	r
Wellbeing	69%	36%	69%	r	74%	r	r	r	r
Role clarity and support	67%	42%	67%	r	76%	r	r	r	r
Inclusion and diversity	77%	53%	79%	r	85%	r	r	r	r
Teamwork and collaboration	70%	39%	70%	r	79%	r	r	r	r
Learning and development	57%	24%	59%	r	65%	r	r	r	r
Senior managers	64%	31%	65%	r	73%	r	r	r	r
Communication and change management	60%	34%	62%	r	66%	r	r	r	r
Employee voice	74%	51%	74%	r	81%	r	r	r	r

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


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Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	67	r	r	r	r	67	r	80	r	r
Wellbeing	69%	r	r	r	r	67%	r	90%	r	r
Role clarity and support	67%	r	r	r	r	67%	r	85%	r	r
Inclusion and diversity	77%	r	r	r	r	72%	r	88%	r	r
Teamwork and collaboration	70%	r	r	r	r	71%	r	80%	r	r
Learning and development	57%	r	r	r	r	52%	r	80%	r	r
Senior managers	64%	r	r	r	r	59%	r	76%	r	r
Communication and change management	60%	r	r	r	r	57%	r	78%	r	r
Employee voice	74%	r	r	r	r	72%	r	84%	r	r

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Additional information about the survey

Discover more about how the survey works and how to act on results

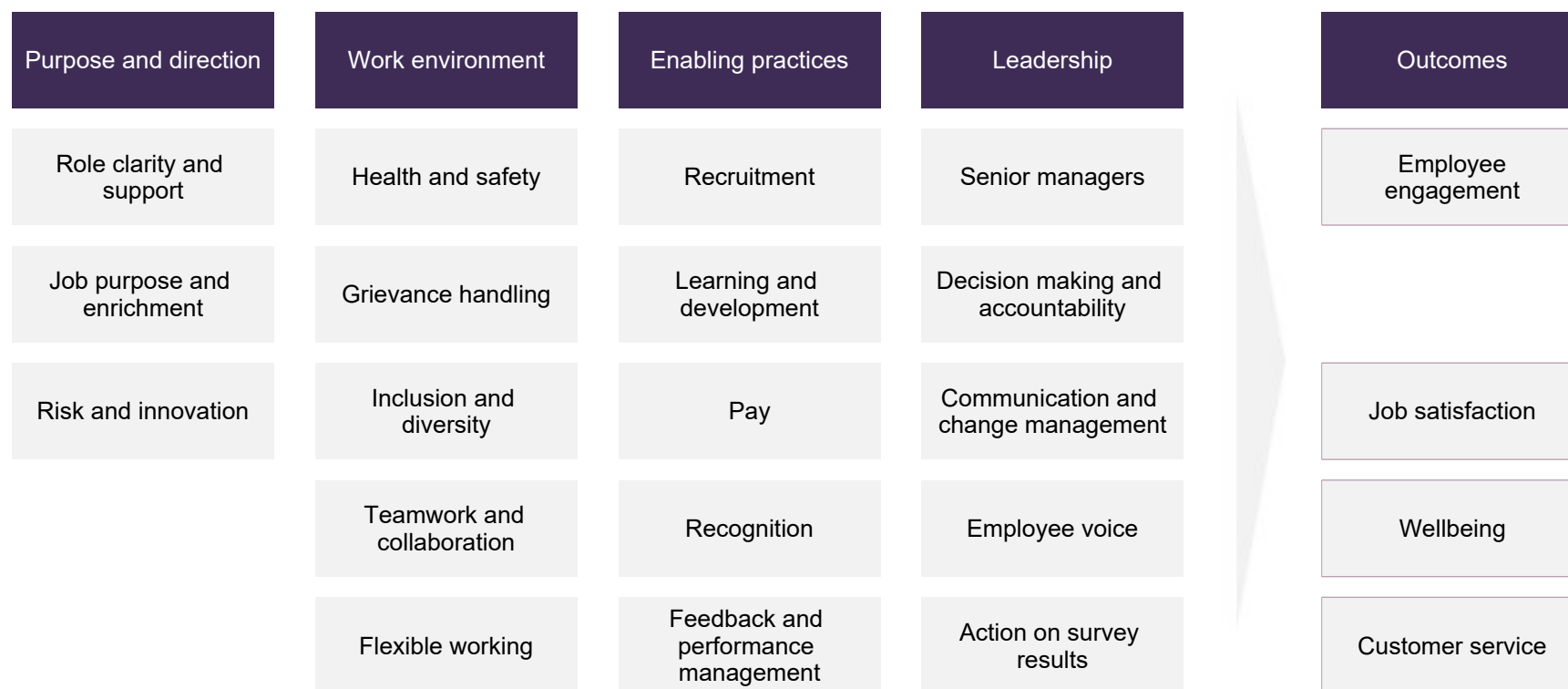
Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

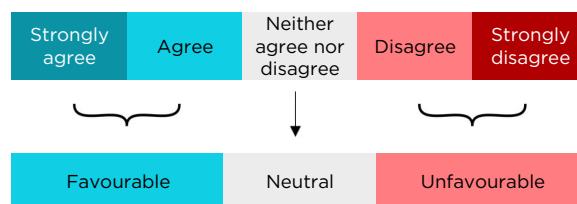


Privacy

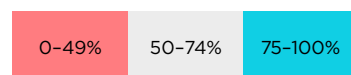
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

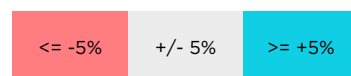


% favourable scores are colour coded based on these ranges:



Difference scores

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



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

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

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

People Matter

NSW Public Sector
Employee Survey 2022

Organisational Unit Report

Compliance & Dispute Resolution

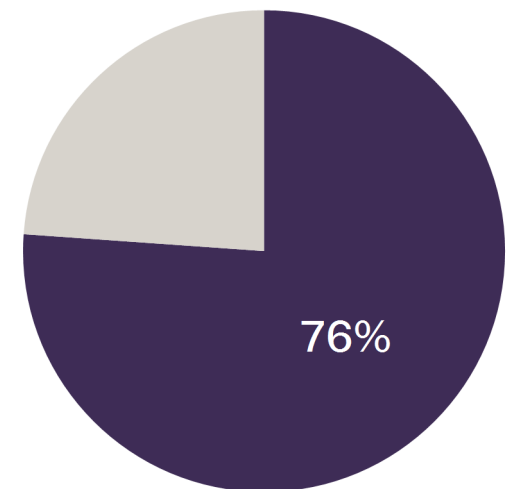
Parent unit: Better Regulation

Survey period: 22 August to 16 September 2022

Completed surveys: 392

Response rate: 76%

Response rate:



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

High level results..... 4

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Additional information about the survey..... 46

High level results

Discover key results and patterns

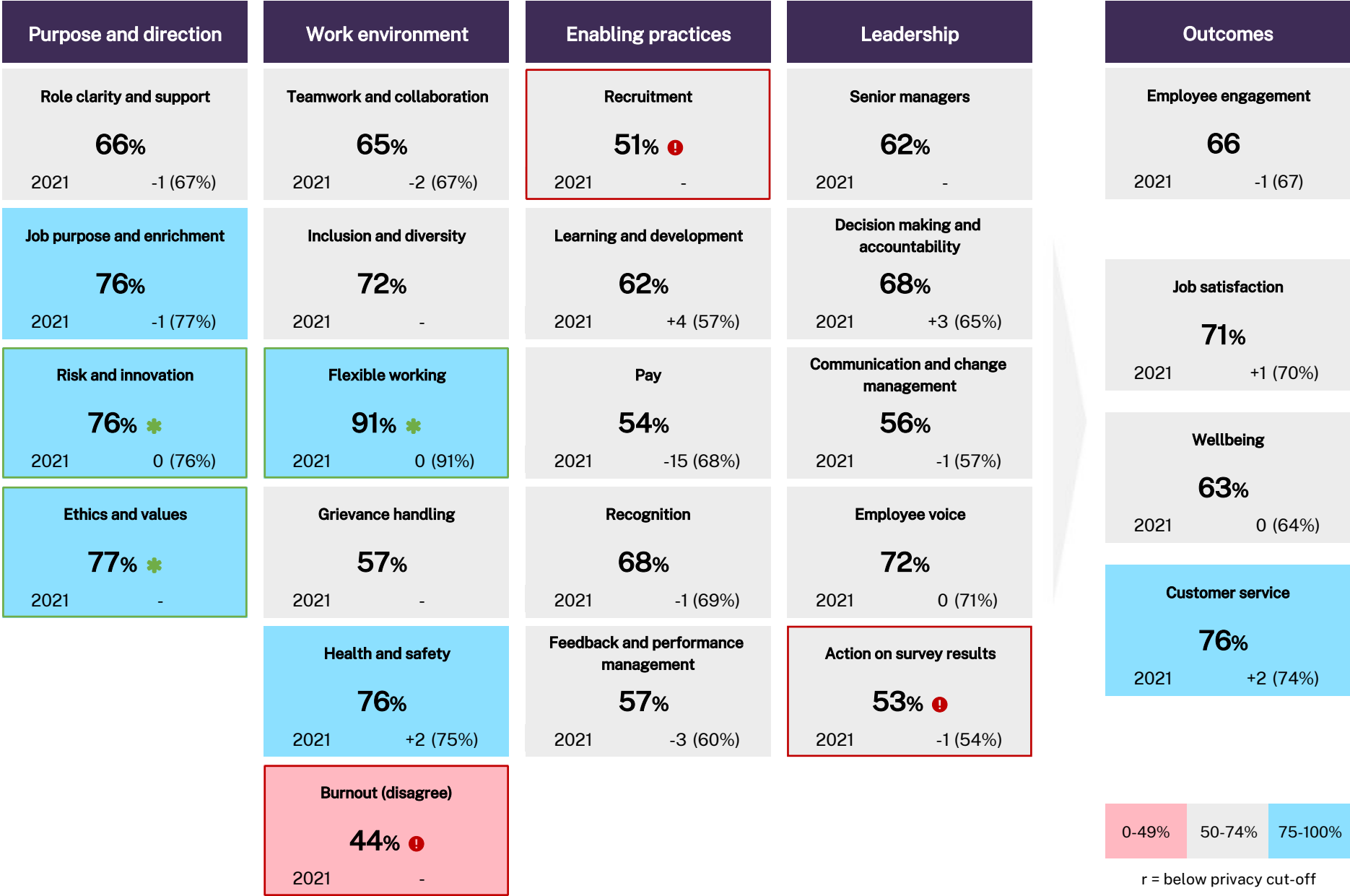
Headline results for key topics

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.

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.



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			2022 % favourable	difference from 2021
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	91%	+1
Flexible working	8f	My manager supports flexible working in my team	91%	-1
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	91%	+3
Inclusion and diversity	2b	People in my workgroup treat each other with respect	88%	0
Ethics and values	7q	I support my organisation's values	88%	-

- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Communication and change management	7b	Change is managed well in my organisation	34%	-1
Burnout (disagree)	1n	I feel burned out by my work (disagree)	44%	-
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	46%	-
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	52%	-4
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	52%	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Most and least improved questions

These are the most and least improved questions by **difference from the previous year**.

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

			2022 % favourable	difference from 2021
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	81%	+7
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	70%	+6
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	59%	+5
Learning and development	7e	My organisation is committed to developing its employees	63%	+4
Health and safety	7s	There are effective resources in my organisation to support employee wellbeing	79%	+4

Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	54%	-15
Role clarity and support	1d	I have the time to do my job well	58%	-7
Employee engagement	7l	I feel a strong personal attachment to my organisation	57%	-6
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	77%	-6
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	78%	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Key drivers for engagement

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	Engagement key driver questions		2022 % favourable	Action
Employee voice / Senior managers	6e	Senior managers listen to employees	54%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	60%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	78%	Maintain
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	59%	Improve
Learning and development	7e	My organisation is committed to developing its employees	63%	Maintain
Employee voice / Inclusion and diversity	8b	I can speak up and share a different view to others in my organisation	69%	Maintain

r = below privacy cut-off

Results by topic

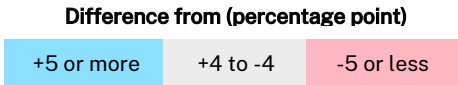
Discover more about your results

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Employee engagement (total score)*					66	-1	+2	-8	-5
7j	I would recommend my organisation as a great place to work	70	19	12	70%	-1	+8	-10	-8
7k	I am proud to tell others I work for my organisation	70	18	12	70%	+1	+1	-11	-7
7l	I feel a strong personal attachment to my organisation	57	27	16	57%	-6	-3	-9	-9
7m	My organisation motivates me to help it achieve its goals	60	23	17	60%	0	+6	-12	-9
7n	My organisation inspires me to do the best in my job	59	23	17	59%	+2	+4	-13	-9

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



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?		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Less than 1 year	<div></div>	6%	-2	-2	-1	+1
1 year to less than 2 years	<div></div>	6%	-2	-4	-4	-2
2 years to less than 5 years	<div></div>	21%	+1	+1	-1	-1
5 years to less than 10 years	<div></div>	26%	+2	+2	+3	+2
10 years to less than 20 years	<div></div>	28%	+4	+6	+8	+3
More than 20 years	<div></div>	13%	-2	-3	-4	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

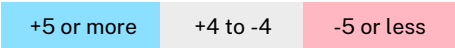
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Job satisfaction

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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Job satisfaction (total score)			71%	+1	+3	-5	-5
1g	My job gives me a feeling of personal accomplishment	<div><div>73</div><div>14</div><div>13</div></div>	73%	+1	+1	-4	-3
1h	I feel motivated to contribute more than what is normally required at work	<div><div>69</div><div>15</div><div>16</div></div>	69%	0	+3	-8	-6
1i	I am satisfied with my job	<div><div>72</div><div>13</div><div>16</div></div>	72%	+2	+5	-4	-5

Difference from (percentage point)



r = below privacy cut-off

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

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Wellbeing (total score)			63%	0	+5	-9	-7
1j	I can keep my work stress at an acceptable level	<div><div>63</div><div>21</div><div>17</div></div>	63%	-2	+4	-11	-9
1m	In general, my sense of wellbeing is..	<div><div>64</div><div>23</div><div>13</div></div>	64%	+2	+6	-7	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Customer service (total score)					76%	+2	+6	-6	-5
1k	I am empowered to make the decisions needed to help customers and/or communities	81 10 9			81%	+7	+13	+3	+1
2c	People in my workgroup can explain how their work impacts customers	86 9			86%	0	+5	-1	-2
2d	My workgroup considers customer needs when planning our work	82 10 8			82%	-1	0	-6	-4
6d	Senior managers communicate the importance of customers in our work	78 12 10			78%	+2	+13	-3	-5
7h	The processes in my organisation are designed to support the best experience for customers	59 23 18			59%	+1	+3	-14	-10
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	68 18 14			68%	+3	+4	-14	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Role clarity and support (total score)					66%	-1	+2	-8	-7
1a	I understand what is expected of me to do well in my job	81108			81%	+2	-3	-5	-4
1b	I get the support I need to do my job well	701615			70%	-1	+7	-8	-6
1c	I have the tools and technology to do my job well	661420			66%	-2	-2	-13	-12
1d	I have the time to do my job well	581726			58%	-7	+6	-13	-11
3e	My performance is assessed against clear criteria	522721			52%	-4	-3	-10	-9
3f	I have received the training and development I need to do my job well	701613			70%	+6	+7	+1	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Job purpose and enrichment (total score)			76%	-1	+6	-2	-4
1e	My job gives me opportunities to use a variety of skills	<div><div>81</div><div>10</div><div>9</div></div>	81%	+2	+2	0	-3
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>86</div><div>7</div><div>7</div></div>	86%	+1	+14	+10	-1
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>66</div><div>19</div><div>16</div></div>	66%	-5	+3	-9	-7
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>72</div><div>15</div><div>13</div></div>	72%	-1	+4	-8	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

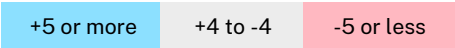
Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Risk and innovation (total score)					76%	0	+4	-8	-6
1l	I am comfortable notifying my manager if I become aware of any risks at work	91			91%	+3	+4	-2	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	79			79%	-2	+5	-6	-4
7a	My organisation is making improvements to meet future challenges	60			60%	0	+3	-17	-12

Difference from (percentage point)



r = below privacy cut-off

Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Ethics and values (total score)					77%	-	+8	-6	-5
6b	Senior managers model the values of my organisation	65	20	15	65%	0	+11	-7	-8
7p	My organisation shows a commitment to ethical behaviours	78	12	10	78%	-	+8	-6	-2
7q	I support my organisation's values	88	9		88%	-	+3	-5	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Teamwork and collaboration (total score)					65%	-2	+3	-9	-7
2a	My workgroup works collaboratively to achieve its goals	77			77%	-6	-2	-10	-7
6c	Senior managers promote collaboration between my organisation and other organisations we work with	66			66%	+2	+14	-1	-4
7c	There is good co-operation between teams across my organisation	52			52%	-2	-2	-16	-10

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Inclusion and diversity (total score)					72%	-	+4	-7	-6
2b	People in my workgroup treat each other with respect	88			88%	0	+8	-3	-1
6f	Senior managers support the career advancement of all employees	55			55%	-	+11	-6	-10
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	78			78%	-6	0	-8	-6
8b	I can speak up and share a different view to others in my organisation	69			69%	-3	+2	-9	-8
8c	I feel that I belong in my organisation	71			71%	-1	+1	-7	-6

Difference from (percentage point)

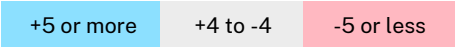
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Flexible working (total score)					91%	0	+28	+5	0
8e	How satisfied are you with your ability to access and use flexible working arrangements?	<div><div></div><div></div><div></div></div> 917			91%	+1	+31	+8	-1
8f	My manager supports flexible working in my team	<div><div></div><div></div><div></div></div> 91			91%	-1	+26	+3	0

Difference from (percentage point)



r = below privacy cut-off

Use of 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.

8d Type of flexible working	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Flexible start and finish times	87%	-3	+42	+24	+1
Working more hours over fewer days	11%	-3	+1	-5	-2
Working additional hours to make up for time off	26%	-2	+9	+1	-6
Flexible scheduling for rostered workers	3%	-4	-4	-5	-2
Part-time work	4%	-1	-8	-5	-2
Job sharing	r	-	-	-	-
Working from different locations	43%	+15	+24	+20	+9
Working from home	91%	-1	+44	+17	0
Purchasing annual leave	r	-	-	-	-
Leave without pay	3%	+1	-5	-4	-1
Study leave	r	-	-	-	-
Other	3%	+1	0	+1	+1
None of the above	3%	+1	-24	-6	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	57	28	16	57%	-	+4	-14	-7

*See p.37 for related results on negative workplace behaviours.

Difference from (percentage point)

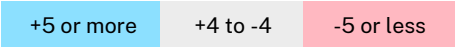
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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.

<div>FavourableNeutralUnfavourable</div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Health and safety (total score)			76%	+2	+7	-9	-7
7r	I am confident work health and safety issues I raise will be addressed promptly	<div>741314</div>	74%	0	-1	-13	-10
7s	There are effective resources in my organisation to support employee wellbeing	<div>79129</div>	79%	+4	+15	-4	-4

Difference from (percentage point)



r = below privacy cut-off

Burnout (disagree)

Work environment

Burnout is typically characterised by ongoing feelings of:

- energy depletion / exhaustion
- negativity or cynicism about one's job
- reduced professional effectiveness.

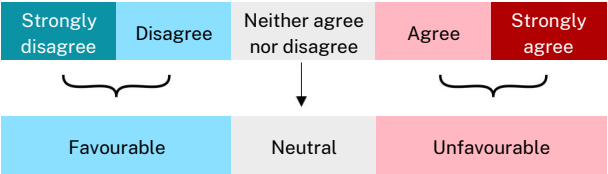
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
1n I feel burned out by my work (disagree)	44	28	29	44%	-	+10	-5	-6

Note on interpretation:

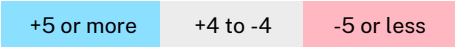
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)					51%	-	+2	-12	-8
7f	My organisation makes fair recruitment and promotion decisions	46	24	29	46%	-	+2	-11	-8
7g	My organisation generally selects capable people to do the job	55	23	22	55%	-1	+2	-12	-8

Difference from (percentage point)

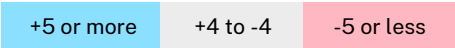
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Learning and development (total score)			62%	+4	+7	-5	-6
3f	I have received the training and development I need to do my job well	<div><div>70</div><div>16</div><div>13</div></div>	70%	+6	+7	+1	0
3g	I am satisfied with the opportunities available for career development in my organisation	<div><div>52</div><div>22</div><div>27</div></div>	52%	+3	+3	-9	-12
7e	My organisation is committed to developing its employees	<div><div>63</div><div>20</div><div>16</div></div>	63%	+4	+11	-7	-6

Difference from (percentage point)



r = below privacy cut-off

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

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

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

	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Yes	39%	-2	-2	-6	0
No	61%	+2	+2	+6	0

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

Lack of visible opportunities		23%	-4	-4	0	+6
Lack of promotion opportunities		24%	-3	-3	+1	+3
Lack of support from my manager / supervisor		7%	-1	-4	0	+1
Geographic location considerations		30%	+2	+6	+12	+8
Personal / family considerations		32%	+4	+1	+9	+5
Insufficient training and development		12%	-3	-3	0	+1
Lack of required capabilities or experience		14%	+2	+2	-1	+1
Lack of support for temporary assignments / secondments		11%	-1	-3	0	+2
The application / recruitment process is too cumbersome or time consuming		29%	0	+6	+7	+3
Other		10%	+3	0	+1	+2
There are no major barriers to my career progression		29%	0	+1	-7	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
4 I am paid fairly for the work I do	54	19	27	54%	-15	+6	-10	-14

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Recognition (total score)					68%	-1	+8	-6	-4
5f	My manager provides recognition for the work I do	78 14 8			78%	-2	+8	-3	-1
7o	I receive adequate recognition for my contributions from my organisation	58 23 20			58%	0	+8	-8	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Feedback and performance management (total score)					57%	-3	+2	-8	-5
3d	In the last 12 months, I have received feedback to help me improve my work	66	19	16	66%	-5	+3	-9	-7
3e	My performance is assessed against clear criteria	52	27	21	52%	-4	-3	-10	-9
5g	My manager appropriately deals with employees who perform poorly	55	32	13	55%	+1	+6	-5	0

			2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Performance management process							
3a	I have a performance and development plan that sets out my individual goals		61%	-14	-11	-8	-11
3b	I have informal feedback conversations with my manager		86%	-2	+7	+1	-1
3c	I have scheduled feedback conversations with my manager		77%	-2	+14	+1	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

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

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Senior managers (total score)			62%	-	+11	-6	-8
6a	Senior managers provide clear direction for the future of the organisation	<div><div>54</div><div>24</div><div>22</div></div>	54%	-2	+4	-13	-14
6b	Senior managers model the values of my organisation	<div><div>65</div><div>20</div><div>15</div></div>	65%	0	+11	-7	-8
6c	Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>66</div><div>21</div><div>13</div></div>	66%	+2	+14	-1	-4
6d	Senior managers communicate the importance of customers in our work	<div><div>78</div><div>12</div><div>10</div></div>	78%	+2	+13	-3	-5
6e	Senior managers listen to employees	<div><div>54</div><div>24</div><div>22</div></div>	54%	+1	+10	-8	-10
6f	Senior managers support the career advancement of all employees	<div><div>55</div><div>26</div><div>19</div></div>	55%	-	+11	-6	-10

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

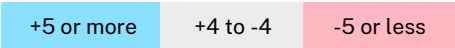
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Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Decision making and accountability (total score)			68%	+3	+8	-6	-3
5e	I have confidence in the decisions my manager makes	<div><div>77</div><div>12</div><div>11</div></div>	77%	+1	+6	-4	-3
7d	People in my organisation take responsibility for their own actions	<div><div>59</div><div>23</div><div>18</div></div>	59%	+5	+10	-8	-3

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Communication and change management (total score)					56%	-1	+2	-13	-11
5b	My manager communicates effectively with me	81			81%	0	+6	-3	-1
6a	Senior managers provide clear direction for the future of the organisation	54			54%	-2	+4	-13	-14
7b	Change is managed well in my organisation	34			34%	-1	-5	-23	-18

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Employee voice (total score)					72%	0	+7	-5	-5
5c	My manager encourages and values employee input	84 8 8			84%	+2	+9	-2	-1
5d	My manager involves my workgroup in decisions about our work	79 12 9			79%	+1	+9	-2	-3
6e	Senior managers listen to employees	54 24 22			54%	+1	+10	-8	-10
8b	I can speak up and share a different view to others in my organisation	69 16 15			69%	-3	+2	-9	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
9	I am confident my organisation will act on the results of this survey	53	24	23	53%	-1	+10	-15	-13

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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...		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
been aware of any misconduct in your organisation	<div></div>	12%	+3	-3	+6	+4
witnessed bullying	<div></div>	12%	0	-9	+3	0
experienced bullying	<div></div>	7%	0	-6	+1	0
witnessed sexual harassment		r	-	-	-	-
experienced sexual harassment		r	-	-	-	-
experienced threats or physical harm	<div></div>	3%	0	-6	+1	+2
experienced discrimination	<div></div>	9%	0	-1	+3	+2
experienced racism	<div></div>	3%	+1	-2	+1	+1

Definitions

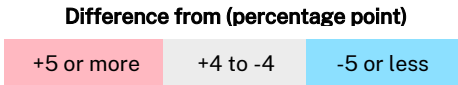
- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct

- **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



r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

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	Disability	% respondents	Type of work	% respondents		
Woman	31	Yes	8	Service delivery involving direct contact with the public	58		
Man	52	No	82				
Non-binary	r	Prefer not to say	10	Other service delivery work	r		
Use a different term	r	LGBTIQ+		Administrative support	7		
Prefer not to say	r			Corporate services	r		
				Policy	r		
				Research	r		
				Program and project management support	12		
Age		Yes	5	Legal	r		
15-34 years	11	No	83	Other	18		
35-54 years	47	Prefer not to say	12				
55+ years	20	LOTE spoken at home		Organisation tenure			
Prefer not to say	22					Yes	15
						No	75
Aboriginal and/or Torres Strait Islander		Prefer not to say	10	Less than 1 year	16		
Yes	4			1 year to less than 2 years	7		
No	82	Working arrangement		2 years to less than 5 years	17		
Prefer not to say	14			Full-time	r	5 years to less than 10 years	22
				Part-time	r	10 years to less than 20 years	25
Cultural background				More than 20 years	12		
Oceanian	82	Employment status		Salary			
North-West European	13					Senior executive	r
Southern and Eastern European	5					Ongoing / permanent	94
North African and Middle Eastern	r	Temporary	r	\$87,492 and below	r		
South-East Asian	r	Casual	r	\$87,493 - \$113,342	32		
North-East Asian	3	Contract-non-executive	r	\$113,343 - \$151,608	39		
Southern and Central Asian	4	Labour hire	r	\$151,609 and above	r		
Peoples of the Americas	r	Other	r	Prefer not to say	18		
Sub-Saharan African	r	Don't know	r				


Note, the cultural background question is multi-select, so results may not sum to 100%.


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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	Building & Construction Compliance	Chemicals, Explosives & Safety Auditing	Construction Services Group - Metropolitan	Construction Services Group - Regional	Health & Safe Design	WHS - Metro	WHS - Regional
Employee engagement	66	68	65	64	73	73	56	63
Wellbeing	63%	65%	66%	62%	77%	68%	53%	63%
Role clarity and support	66%	63%	66%	72%	74%	70%	59%	65%
Inclusion and diversity	72%	79%	72%	69%	80%	74%	62%	66%
Teamwork and collaboration	65%	68%	68%	70%	77%	66%	48%	58%
Learning and development	62%	63%	55%	66%	74%	66%	52%	59%
Senior managers	62%	64%	66%	67%	76%	70%	43%	47%
Communication and change management	56%	63%	52%	61%	66%	62%	40%	47%
Employee voice	72%	76%	78%	70%	77%	75%	55%	67%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points lower than report unit


r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	66	72	68	r	49	56	57	74	72	71	66
Wellbeing	63%	69%	67%	r	45%	53%	58%	74%	75%	70%	62%
Role clarity and support	66%	73%	69%	r	53%	59%	69%	77%	75%	73%	65%
Inclusion and diversity	72%	77%	76%	r	53%	59%	63%	84%	78%	78%	75%
Teamwork and collaboration	65%	66%	69%	r	51%	54%	52%	76%	66%	69%	68%
Learning and development	62%	70%	66%	r	40%	49%	63%	69%	74%	70%	59%
Senior managers	62%	71%	65%	r	44%	48%	59%	75%	70%	71%	59%
Communication and change management	56%	65%	59%	r	49%	48%	56%	68%	65%	65%	52%
Employee voice	72%	79%	76%	r	62%	64%	75%	87%	78%	80%	72%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower 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	66	66	r	70	r	r	r	76	r	66
Wellbeing	63%	66%	r	65%	r	r	r	78%	r	64%
Role clarity and support	66%	67%	r	69%	r	r	r	78%	r	63%
Inclusion and diversity	72%	71%	r	81%	r	r	r	84%	r	71%
Teamwork and collaboration	65%	64%	r	70%	r	r	r	78%	r	65%
Learning and development	62%	63%	r	61%	r	r	r	76%	r	57%
Senior managers	62%	62%	r	70%	r	r	r	81%	r	57%
Communication and change management	56%	56%	r	66%	r	r	r	72%	r	49%
Employee voice	72%	72%	r	82%	r	r	r	83%	r	69%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower 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	66	75	68	69	63	68	63
Wellbeing	63%	87%	67%	71%	55%	67%	50%
Role clarity and support	66%	77%	72%	68%	62%	68%	67%
Inclusion and diversity	72%	84%	79%	76%	69%	70%	72%
Teamwork and collaboration	65%	75%	68%	64%	65%	64%	66%
Learning and development	62%	79%	78%	68%	54%	57%	63%
Senior managers	62%	76%	71%	68%	58%	61%	56%
Communication and change management	56%	71%	72%	61%	53%	53%	49%
Employee voice	72%	85%	82%	75%	70%	69%	70%

At least 5 percentage points higher than report unit


Within 5 percentage points of the report unit


At least 5 percentage points lower 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	66	62	68	r	71	r	r	r	r
Wellbeing	63%	55%	65%	r	71%	r	r	r	r
Role clarity and support	66%	62%	68%	r	67%	r	r	r	r
Inclusion and diversity	72%	60%	76%	r	77%	r	r	r	r
Teamwork and collaboration	65%	47%	66%	r	72%	r	r	r	r
Learning and development	62%	47%	63%	r	65%	r	r	r	r
Senior managers	62%	37%	68%	r	69%	r	r	r	r
Communication and change management	56%	47%	60%	r	59%	r	r	r	r
Employee voice	72%	53%	76%	r	77%	r	r	r	r

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points lower 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	66	70	r	r	r	62	r	75	r	r
Wellbeing	63%	73%	r	r	r	54%	r	73%	r	r
Role clarity and support	66%	82%	r	r	r	59%	r	78%	r	r
Inclusion and diversity	72%	69%	r	r	r	63%	r	78%	r	r
Teamwork and collaboration	65%	62%	r	r	r	56%	r	68%	r	r
Learning and development	62%	82%	r	r	r	44%	r	79%	r	r
Senior managers	62%	54%	r	r	r	53%	r	67%	r	r
Communication and change management	56%	59%	r	r	r	46%	r	66%	r	r
Employee voice	72%	77%	r	r	r	71%	r	77%	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

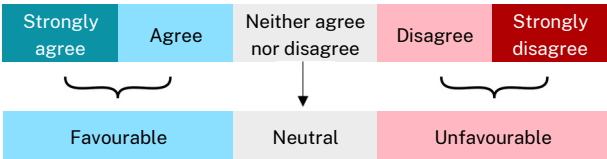


Privacy

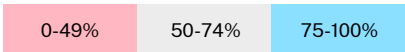
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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



% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. ‘strongly disagree’ and ‘disagree’ responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to ‘strongly agree’
- 75 to ‘agree’
- 50 to ‘neither agree nor disagree’
- 25 to ‘disagree’
- 0 to ‘strongly disagree’

The employee’s engagement score is calculated as the average of the 5 question scores. Employees’ scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson’s correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

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

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



2019 | NSW Public Sector
Employee Survey

LARGE BUSINESS UNIT

Finance and Services

Better Regulation

SafeWork NSW



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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%)



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



Q5h. My manager deals appropriately with employees who perform poorly



Q6i. Senior managers in my organisation support the career advancement of women



Q7e. People in my organisation take responsibility for their own actions



Q7b. My organisation is making the necessary improvements to meet our future challenges



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q6i. Senior managers in my organisation support the career advancement of women



Q7e. People in my organisation take responsibility for their own actions



Q7b. My organisation is making the necessary improvements to meet our future challenges



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager deals appropriately with employees who perform poorly



Q6i. Senior managers in my organisation support the career advancement of women



Q7e. People in my organisation take responsibility for their own actions



Q7b. My organisation is making the necessary improvements to meet our future challenges



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 %	Employment Status	Survey %	Type of work	Survey %
Male	47	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	49
Female	46	Ongoing/Permanent (other than senior executive)	93	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
Other	6	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	8
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	1
15 - 34 years	10	Contract – Non Executive	1	Policy	2
35 - 54 years	67	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	3
55+ years	23	Other	0	Program and project management support	13
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	1
Yes	12	Manager of managers	Survey %	Other	13
No	78	Yes	5	Organisation Tenure	Survey %
Prefer not to say	11	No	95	Less than 1 year	9
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	9
Yes	4	Yes	19	2 - 5 years	15
No	85	No	81	5 - 10 years	19
Prefer not to say	12	Working arrangement	Survey %	10 - 20 years	38
Disability	Survey %	Full-time	94	More than 20 years	10
Yes	5	Part-time	6	Salary	Survey %
No	85	LGBTI	Survey %	\$83,402 and below	10
Prefer not to say	10	Yes	4	\$83,403 - \$108,043	28
No	86	No	86	\$108,044 - \$144,520	49
Prefer not to say	10	Prefer not to say	10	\$144,521 and above	17

Results are rounded and may not add up to 100%



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%

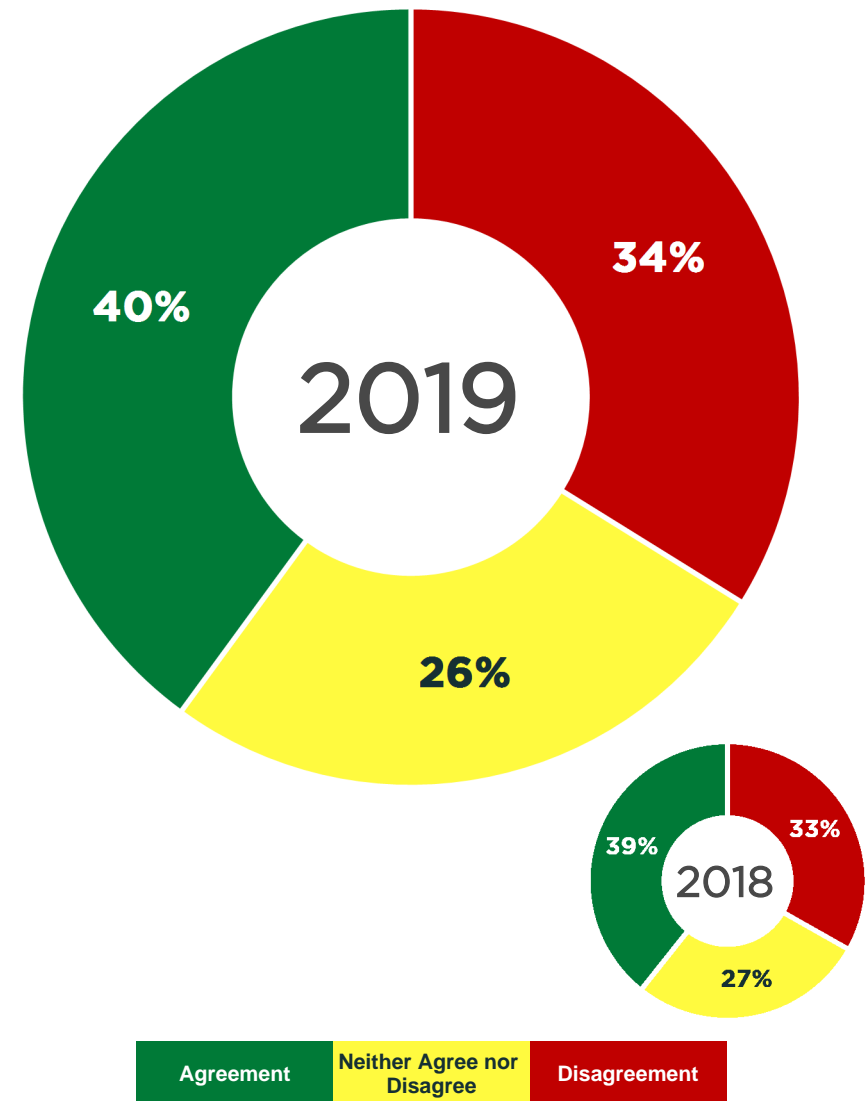
SECTOR

50%

CLUSTER

39%

2018



KEY DRIVERS OF ENGAGEMENT



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

		% 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%

BUSINESS UNIT COMPARISON



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

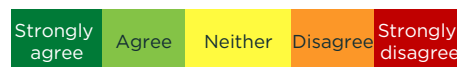
Questions are grouped by topics in this report.

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 LIC 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





EXPLORE THE FULL RESULTS

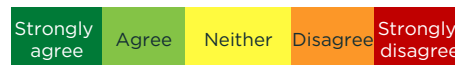
Questions are grouped by topics in this report.

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%

ENGAGEMENT WITH WORK					70% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC 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



ALL QUESTIONS



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%

SENIOR MANAGERS	50% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	<div><div>10</div><div>38</div><div>20</div><div>17</div><div>15</div></div>	48%	45%	54%	56%	51%
Q6b. I feel that senior managers effectively lead and manage change	<div><div>9</div><div>32</div><div>23</div><div>18</div><div>18</div></div>	41%	40%	48%	52%	47%
Q6c. I feel that senior managers model the values of my organisation	<div><div>16</div><div>37</div><div>20</div><div>13</div><div>14</div></div>	53%	48%	58%	58%	52%
Q6d. Senior managers encourage innovation by employees	<div><div>13</div><div>36</div><div>25</div><div>14</div><div>11</div></div>	49%	49%	57%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>14</div><div>44</div><div>23</div><div>11</div><div>8</div></div>	58%	57%	58%	60%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	<div><div>20</div><div>47</div><div>17</div><div>10</div><div></div></div>	67%	66%	71%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	<div><div>16</div><div>38</div><div>18</div><div>15</div><div>12</div></div>	54%	50%	57%	57%	48%
Q6h. I feel that senior managers listen to employees	<div><div>11</div><div>33</div><div>23</div><div>16</div><div>16</div></div>	45%	42%	50%	51%	44%
Q7c. I feel that change is managed well in my organisation	<div><div></div><div>24</div><div>26</div><div>21</div><div>22</div></div>	31%	27%	38%	46%	42%
KEY		Strongly agree	Agree	Neither	Disagree	Strongly disagree



EXPLORE THE FULL RESULTS

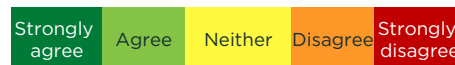
Questions are grouped by topics in this report.

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%

COMMUNICATION		65% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	<div><div>38</div><div>33</div><div>13</div><div>8</div><div>7</div></div>	72%	70%	74%	76%	72%					
Q5d. My manager encourages and values employee input	<div><div>44</div><div>32</div><div>11</div><div>8</div><div></div></div>	76%	75%	77%	78%	73%					
Q5e. My manager involves my workgroup in decisions about our work	<div><div>38</div><div>33</div><div>13</div><div>11</div><div></div></div>	71%	70%	70%	73%	68%					
Q6g. I feel that senior managers keep employees informed about what's going on	<div><div>16</div><div>38</div><div>18</div><div>15</div><div>12</div></div>	54%	50%	57%	57%	48%					
Q6h. I feel that senior managers listen to employees	<div><div>11</div><div>33</div><div>23</div><div>16</div><div>16</div></div>	45%	42%	50%	51%	44%					
Q8c. I am able to speak up and share a different view to my colleagues and manager	<div><div>28</div><div>45</div><div>12</div><div>8</div><div></div></div>	73%	71%	73%	76%	69%					

KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

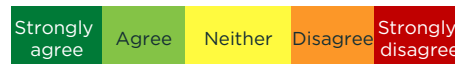
Questions are grouped by topics in this report.

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%

HIGH PERFORMANCE		63% AGGREGATE SCORE		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	<div><div>36</div><div>48</div><div>9</div><div></div></div>	84%	83%	85%	88%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	<div><div>38</div><div>37</div><div>13</div><div>8</div></div>	75%	79%	77%	82%	79%		
Q3f. I have received appropriate training and development to do my job well	<div><div>22</div><div>41</div><div>18</div><div>13</div><div></div></div>	62%	64%	60%	62%	66%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	<div><div>38</div><div>39</div><div>13</div><div>8</div></div>	77%	76%	77%	80%	75%		
Q5f. I have confidence in the decisions my manager makes	<div><div>36</div><div>35</div><div>16</div><div></div><div></div></div>	71%	68%	72%	74%	69%		
Q6d. Senior managers encourage innovation by employees	<div><div>13</div><div>36</div><div>25</div><div>14</div><div>11</div></div>	49%	49%	57%	60%	51%		
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>14</div><div>44</div><div>23</div><div>11</div><div>8</div></div>	58%	57%	58%	60%	53%		
Q7a. My organisation focuses on improving the work we do	<div><div>18</div><div>49</div><div>17</div><div>11</div><div></div></div>	67%	67%	71%	77%	69%		
Q7b. My organisation is making the necessary improvements to meet our future challenges	<div><div>10</div><div>35</div><div>27</div><div>18</div><div>10</div></div>	45%	47%	55%	65%	57%		
KEY		Strongly agree	Agree	Neither	Disagree	Strongly disagree		

KEY





EXPLORE THE FULL RESULTS

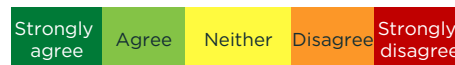
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HIGH PERFORMANCE						63% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation						<div><div>9</div><div>37</div><div>25</div><div>20</div>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

KEY



ALL QUESTIONS



EXPLORE THE FULL RESULTS

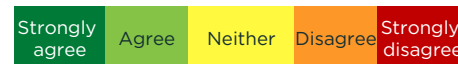
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PUBLIC SECTOR VALUES		64% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	47	39	8	86%	87%	87%	89%	86%
Q2e. People in my workgroup treat each other with respect	41	37	11	77%	77%	77%	81%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	39	13	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	48%	45%	54%	56%	51%
Q6c. I feel that senior managers model the values of my organisation	16	37	20	53%	48%	58%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	47	17	67%	66%	71%	73%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	18	54%	50%	57%	57%	48%
Q6h. I feel that senior managers listen to employees	11	33	23	45%	42%	50%	51%	44%

KEY





EXPLORE THE FULL RESULTS

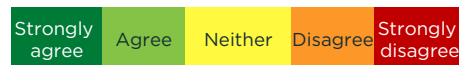
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PUBLIC SECTOR VALUES					64% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7a. My organisation focuses on improving the work we do						67%	67%	71%	77%	69%
Q7e. People in my organisation take responsibility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

KEY





EXPLORE THE FULL RESULTS

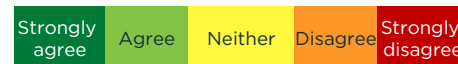
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DIVERSITY & INCLUSION	74%	AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	43	13	16			64%	66%	65%	70%	67%
Q5b. My manager listens to 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? <i>Response scale Very satisfied - Very unsatisfied</i>	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



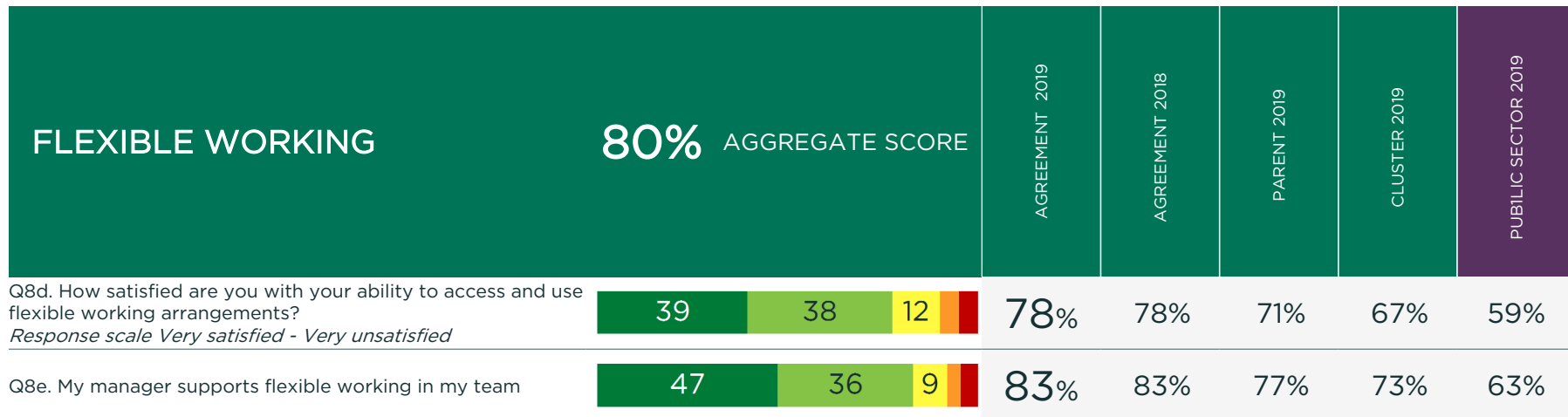


EXPLORE THE FULL RESULTS

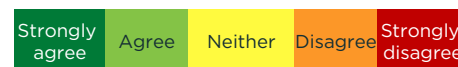
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KEY





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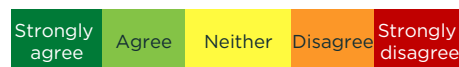
Results are rounded and may not add up to 100%

RECRUITMENT

44% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC 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





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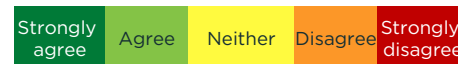
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC 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





EXPLORE THE FULL RESULTS

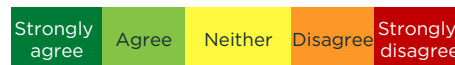
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WORKPLACE SUPPORT		69% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	<div><div>21</div><div>43</div><div>13</div><div>16</div><div></div></div>	64%	66%	65%	70%	67%					
Q1f. I am able to keep my work stress at an acceptable level	<div><div>15</div><div>42</div><div>18</div><div>17</div><div>9</div></div>	57%	59%	62%	68%	61%					
Q2c. I receive help and support from other members of my workgroup	<div><div>46</div><div>37</div><div>10</div><div></div><div></div></div>	83%	86%	85%	85%	81%					
Q2d. There is good team spirit in my workgroup	<div><div>37</div><div>33</div><div>14</div><div>9</div><div></div></div>	70%	70%	70%	75%	70%					

KEY



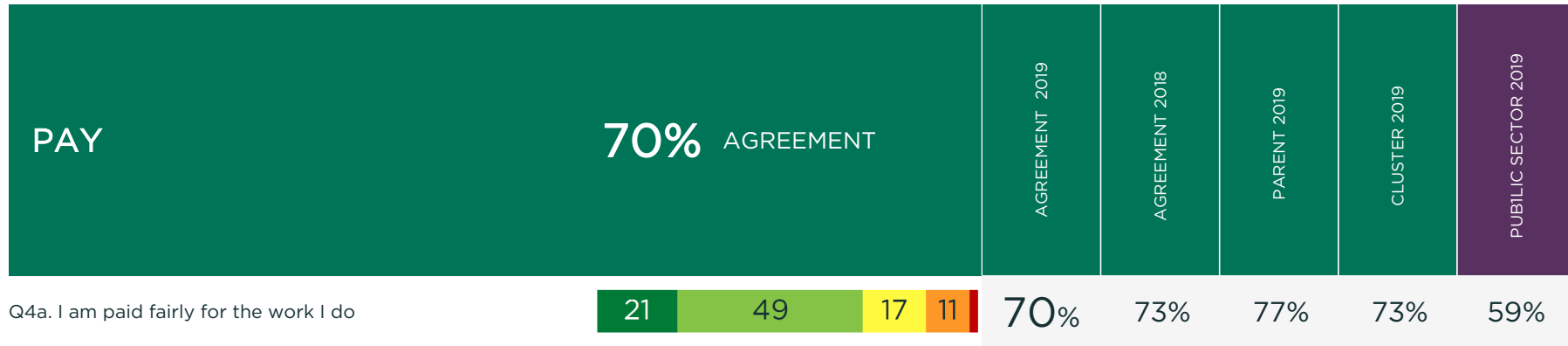


EXPLORE THE FULL RESULTS

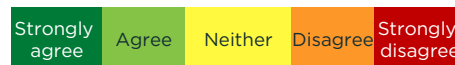
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KEY



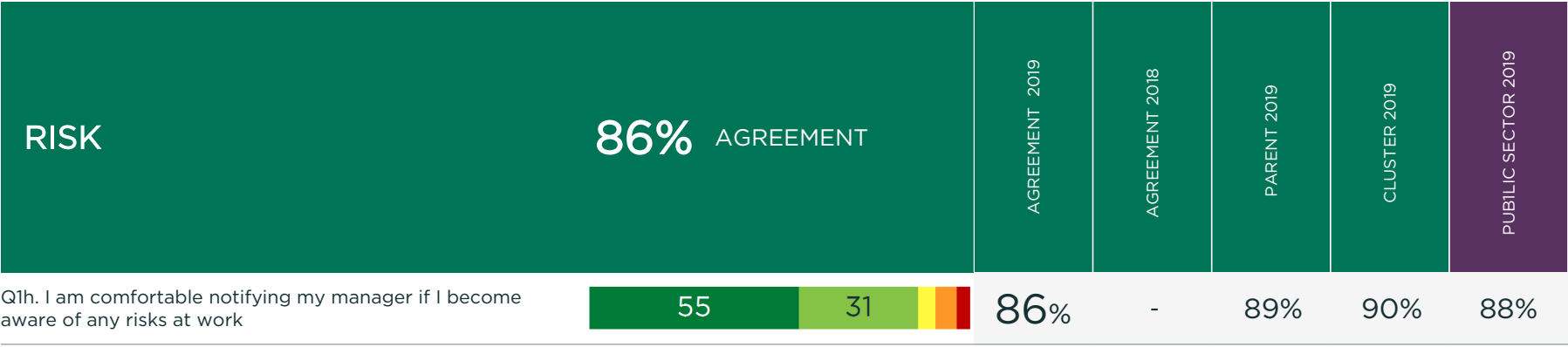


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KEY





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HEALTH & SAFETY

87% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified

36

51

8

87%

83%

85%

85%

85%

AGREEMENT 2019

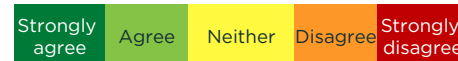
AGREEMENT 2018

PARENT 2019

CLUSTER 2019

PUBLIC LIC SECTOR 2019

KEY





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ACTION ON RESULTS

40% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



40%

39%

47%

50%

39%

AGREEMENT 2019

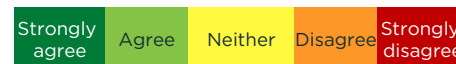
AGREEMENT 2018

PARENT 2019

CLUSTER 2019

PUBLIC LIC SECTOR 2019

KEY





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WORKPLACE CONDUCT

32% AGREEMENT

Q11a. I have confidence in the ways my organisation resolves grievances



32%

28%

38%

48%

41%

AGREEMENT 2019

AGREEMENT 2018

PARENT 2019

CLUSTER 2019

PUBLIC LIC SECTOR 2019

KEY

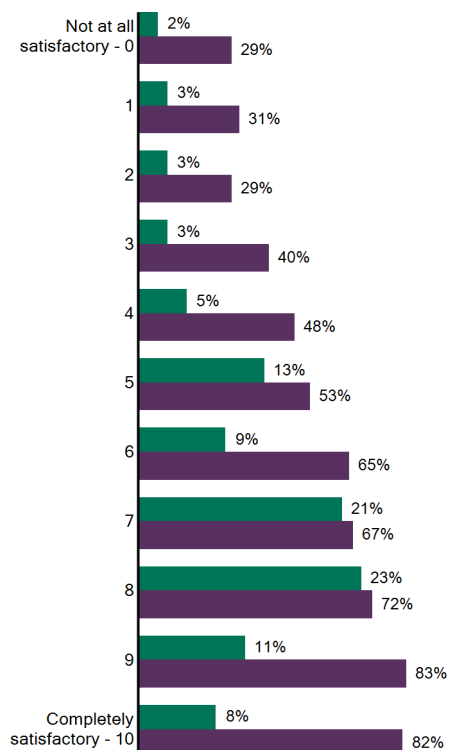


WELLBEING AND ENGAGEMENT

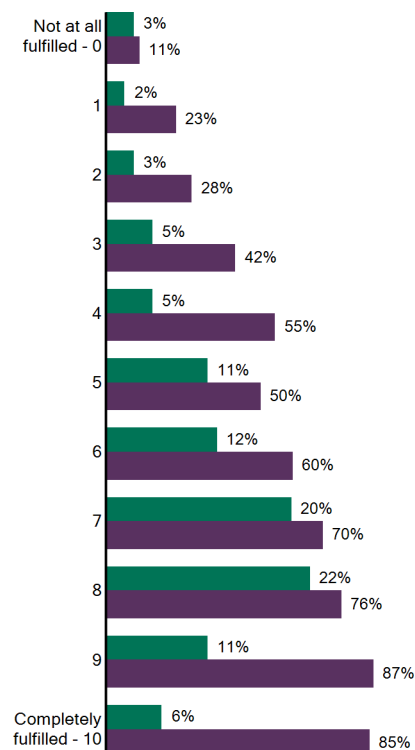
Q1i. In general, my sense of wellbeing is.....

Q1j. I find my life at work fulfilling

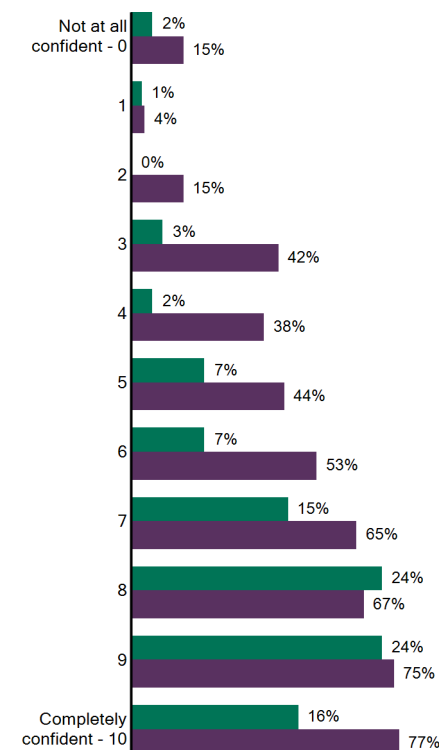
Q1k. I am confident that I am contributing my best at work



Proportion of respondents answering each response option



Employee engagement score



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.



EXPLORE THE FULL RESULTS

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PERFORMANCE FRAMEWORK & DEVELOPMENT

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%



EXPLORE THE FULL RESULTS

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MOBILITY

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?

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Yes		42%	41%	47%	41%
No		58%	59%	53%	59%



EXPLORE THE FULL RESULTS

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MOBILITY

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
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

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
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?

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Yes		61%	68%	64%	65%
No		39%	29%	33%	32%
Don't know		1%	3%	3%	4%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

Q13a. In the last 12 months I have witnessed bullying at work

	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
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

	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Yes	 14%	13%	12%	18%
No	 80%	80%	81%	75%
Don't know	 6%	6%	7%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

2019

2018

PARENT 2019

PUBLIC SECTOR 2019

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

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%



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UNACCEPTABLE CONDUCT

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
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

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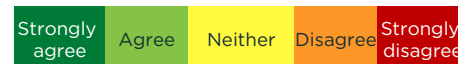
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FINANCE AND SERVICES CUSTOMISED QUESTIONS

		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





EXPLORE THE FULL SURVEY RESULTS

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FINANCE AND SERVICES CUSTOMISED QUESTIONS

Q1. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions?

		2019	PARENT 2019	CLUSTER 2019
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%



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FINANCE AND SERVICES CUSTOMISED QUESTIONS

Q2. How effective have senior managers been in seeking further feedback and insight from you on the PMES results?

		2019	PARENT 2019	CLUSTER 2019
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%



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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%



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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%



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FINANCE AND SERVICES CUSTOMISED QUESTIONS

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

		2019	PARENT 2019	CLUSTER 2019
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%



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FINANCE AND SERVICES CUSTOMISED QUESTIONS

Q6. What action or activity would you recommend to peers as most important for career development?

		2019	PARENT 2019	CLUSTER 2019
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%



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FINANCE AND SERVICES

CUSTOMISED QUESTIONS

Q6. What action or activity would you recommend to peers as most important for career development?

		2019	PARENT 2019	CLUSTER 2019
Temporary work or placement in another role (e.g. secondment, stretch assignment, project work)	<div></div>	39%	40%	30%
Taking on a coach or mentor	<div></div>	8%	7%	9%
Shadowing – observing a colleague to learn new skills	<div></div>	7%	8%	11%
Developing experience or exposure in another agency	<div></div>	3%	6%	4%
Developing experience or exposure in the private sector	<div></div>	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	<div></div>	1%	1%	9%
Agree	<div></div>	3%	5%	23%
Neither agree nor disagree	<div></div>	9%	12%	22%
Disagree	<div></div>	2%	2%	6%
Strongly disagree	<div></div>	5%	3%	6%
Not Applicable - - I have not received training in the '7 habits of highly effective people'	<div></div>	80%	77%	34%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and
may not add up to 100%

			PERCENTAGE
GENDER			
Male	<div></div>		47%
Female	<div></div>		46%
Other	<div></div>		6%

PROFILE OF RESPONDENTS



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%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

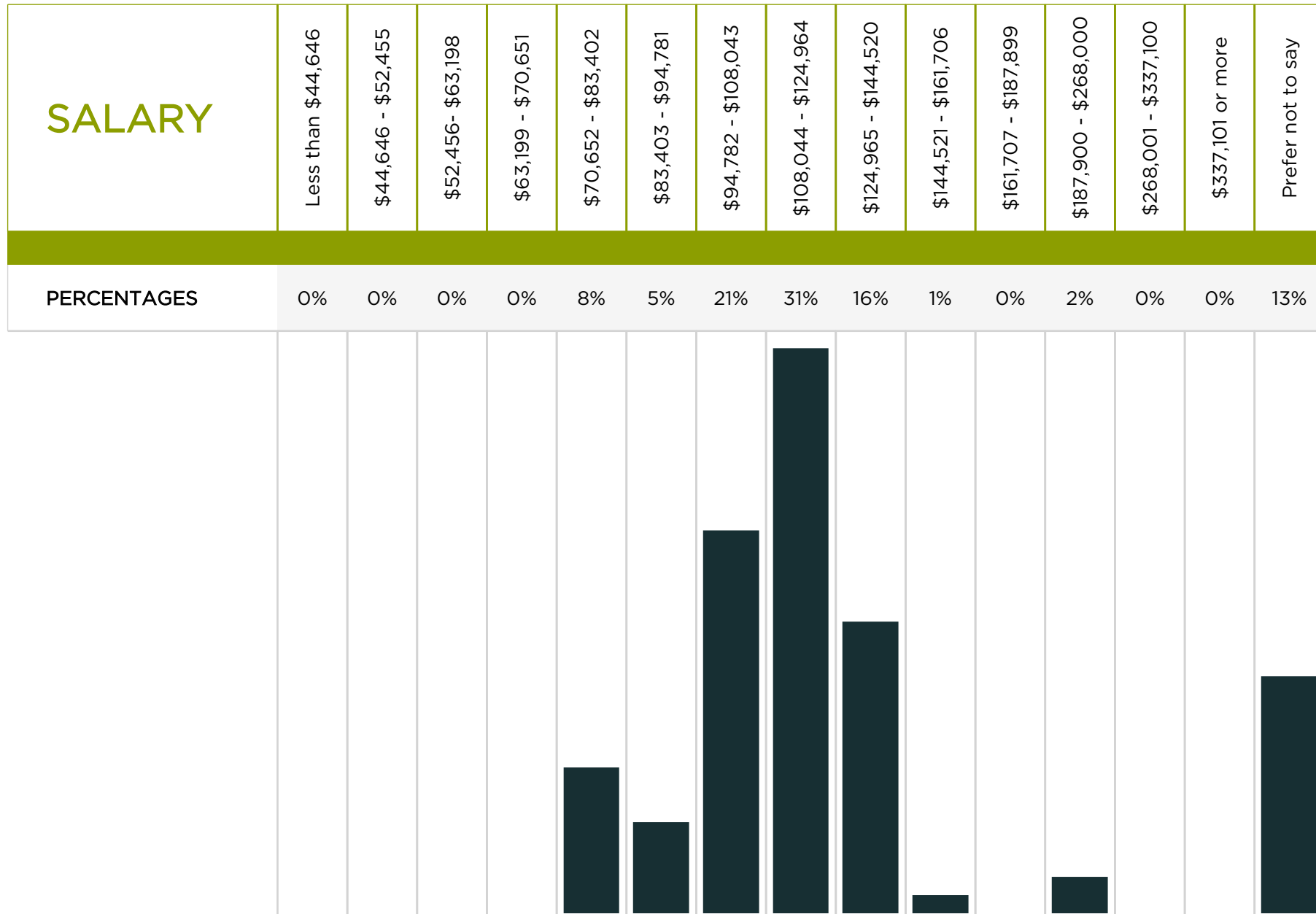
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		49%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%





PERSONAL AND
WORK PROFILES

Results are rounded and
may not add up to 100%

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
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)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and
may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above	<div></div>	6%
Flexible scheduling for rostered workers	<div></div>	3%
Purchasing annual leave	<div></div>	3%
Other	<div></div>	2%
Study leave	<div></div>	2%
Job sharing	<div></div>	1%

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

RESULT BY TYPE OF WORK



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

RESULT BY SALARY



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	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

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 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	\$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

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



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	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

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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
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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.

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
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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	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

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 - 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

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



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	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

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RESULT BY GENDER



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	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.

PRIVACY

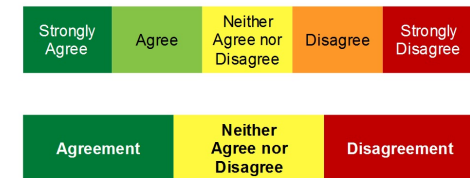
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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.



2020 | NSW Public Sector
Employee Survey

Organisational Unit Report

Health & Safe Design

Parent unit: Compliance & Dispute Resolution

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
 - Health & Safe Design

See your results at a glance	4
Target specific areas and get tips for taking action	7
Explore how to drive engagement	36
Discover if different groups of employees have different views	38
Find out more about how the survey works	45

See your results at a glance

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.

Response rate

80%

56 OF 70 RESPONDENTS

Employee engagement

75%

Compared to

Sector +8 (67%)

Cluster +3 (72%)

Job satisfaction

85% *

Compared to

Sector +15 (70%)

Cluster +12 (73%)

Wellbeing, health and safety

83%

Compared to

Sector +7 (76%)

Cluster +3 (80%)

Senior managers

71%

Compared to

Sector +13 (58%)

Cluster +2 (69%)

Communication and change management

71%

Compared to

Sector +10 (62%)

Cluster -1 (72%)

Inclusion and diversity

83%

Compared to

Sector +9 (74%)

Cluster +1 (82%)

Flexible working satisfaction

97% *

Compared to

Sector +31 (67%)

Cluster +16 (81%)

Role clarity and support

80%

Compared to

Sector +14 (66%)

Cluster +8 (73%)

Autonomy and employee voice

85% *

Compared to

Sector +15 (71%)

Cluster +7 (79%)

Feedback and performance management

76%

Compared to

Sector +14 (63%)

Cluster +5 (71%)

Learning and development

65%

Compared to

Sector +11 (54%)

Cluster +4 (61%)

Headline results for key topics (continued)

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

58% 

Compared to

Sector	+13 (45%)
Cluster	+1 (57%)

Teamwork and collaboration

79%

Compared to

Sector	+10 (69%)
Cluster	+2 (77%)

Risk and innovation

85%

Compared to

Sector	+10 (75%)
Cluster	+2 (83%)

Decision making and accountability

76%

Compared to

Sector	+15 (60%)
Cluster	+5 (71%)

Customer service

83%

Compared to

Sector	+9 (74%)
Cluster	0 (83%)

Pay

75%

Compared to

Sector	+12 (63%)
Cluster	+3 (72%)

Grievance processes

44% 

Compared to

Sector	0 (45%)
Cluster	-14 (58%)

Action on survey results

59% 






Compared to

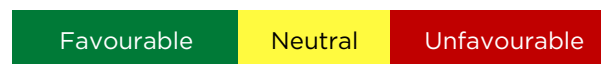
Sector	+14 (45%)
Cluster	-2 (61%)

Target specific areas and get tips for taking action

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	Sector % favourable	Cluster % favourable	Parent % favourable
Employee engagement (total score)		75%	67%	72%	67%
I would recommend my organisation as a great place to work		87%	68%	77%	71%
I am proud to tell others I work for my organisation		80%	74%	78%	71%
I feel a strong personal attachment to my organisation		76%	66%	65%	65%
My organisation motivates me to help it achieve its goals		76%	59%	69%	57%
My organisation inspires me to do the best in my job		73%	59%	69%	56%

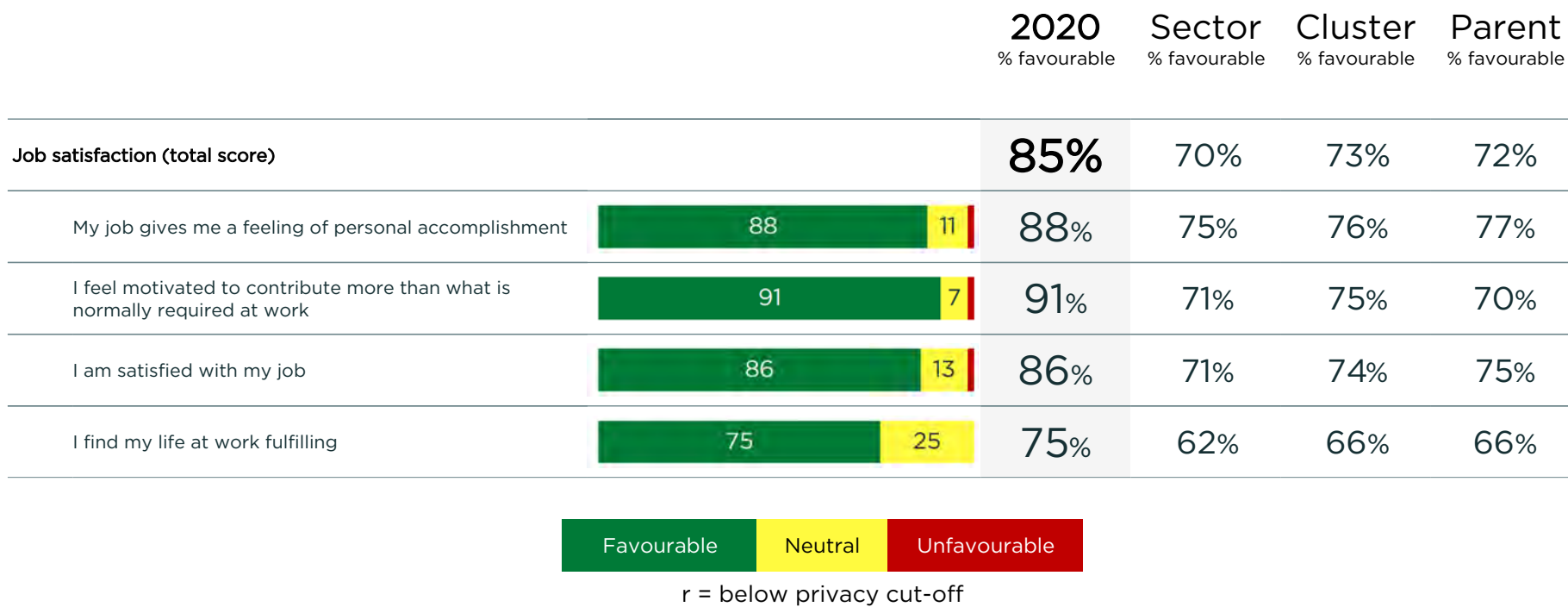


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Job satisfaction

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.

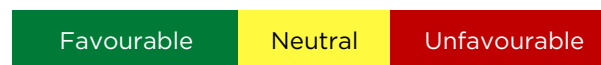


Wellbeing, health and safety

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	Sector % favourable	Cluster % favourable	Parent % favourable
Wellbeing, health and safety (total score)		83%	76%	80%	78%
I can keep my work stress at an acceptable level		79%	63%	72%	68%
I know how to address a health and safety issue I have found		95%	87%	89%	91%
In general, my sense of wellbeing is...		70%	65%	71%	67%
I am confident that I am contributing my best at work		89%	80%	84%	83%
There are people at work who care about me		82%	82%	85%	79%



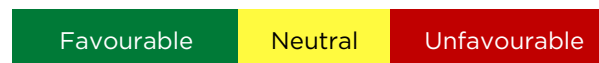
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Senior managers

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	Sector % favourable	Cluster % favourable	Parent % favourable
Senior managers (total score)		71%	58%	69%	61%
Senior managers provide clear direction for the future of the organisation	<div><div>65</div><div>18</div><div>16</div></div>	65%	53%	65%	53%
Senior managers model the values of my organisation	<div><div>71</div><div>20</div><div>9</div></div>	71%	58%	69%	58%
Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>71</div><div>25</div><div></div></div>	71%	56%	66%	66%
Senior managers communicate the importance of customers in our work	<div><div>85</div><div>11</div><div></div></div>	85%	70%	82%	78%
Senior managers keep employees informed about what's going on	<div><div>80</div><div>13</div><div>7</div></div>	80%	57%	70%	64%
Senior managers listen to employees	<div><div>60</div><div>25</div><div>15</div></div>	60%	49%	60%	46%
Senior managers support the career advancement of women	<div><div>65</div><div>29</div><div></div></div>	65%	64%	71%	61%








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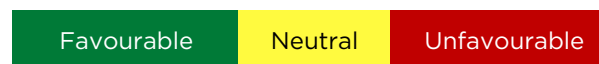
Communication and change management

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	Sector % favourable	Cluster % favourable	Parent % favourable
Communication and change management (total score)		71%	62%	72%	62%
My manager communicates effectively with me		89%	75%	82%	82%
Senior managers provide clear direction for the future of the organisation		65%	53%	65%	53%
Senior managers keep employees informed about what's going on		80%	57%	70%	64%
Change is managed well in my organisation		36%	41%	54%	33%
My organisation quickly adapts and responds during major events that impact our work (e.g. the COVID-19 pandemic, bushfires)		85%	83%	89%	80%

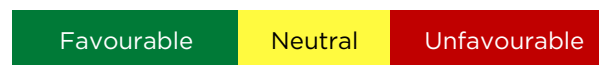


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

[Find out more about inclusion in the NSW public sector.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Inclusion and diversity (total score)		83%	74%	82%	75%
People in my workgroup treat each other with respect		91%	80%	88%	86%
Senior managers support the career advancement of women		65%	64%	71%	61%
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		87%	79%	87%	77%
Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		87%	79%	86%	78%
I can speak up and share a different view to others in my organisation		85%	69%	78%	74%



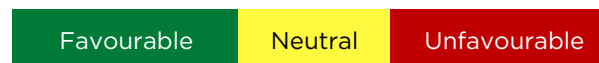
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Flexible working satisfaction

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	Sector % favourable	Cluster % favourable	Parent % favourable
Flexible working satisfaction (total score)	97%	67%	81%	91%
How satisfied are you with your ability to access and use flexible working arrangements?	100%	65%	80%	93%
My manager supports flexible working in my team	95%	68%	83%	89%



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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
Flexible start and finish times	93%
Working more hours over fewer days	20%
Working additional hours to make up for time off	33%
Flexible scheduling for rostered workers	r
Part-time work	r
Job sharing	r
Working from different locations	55%

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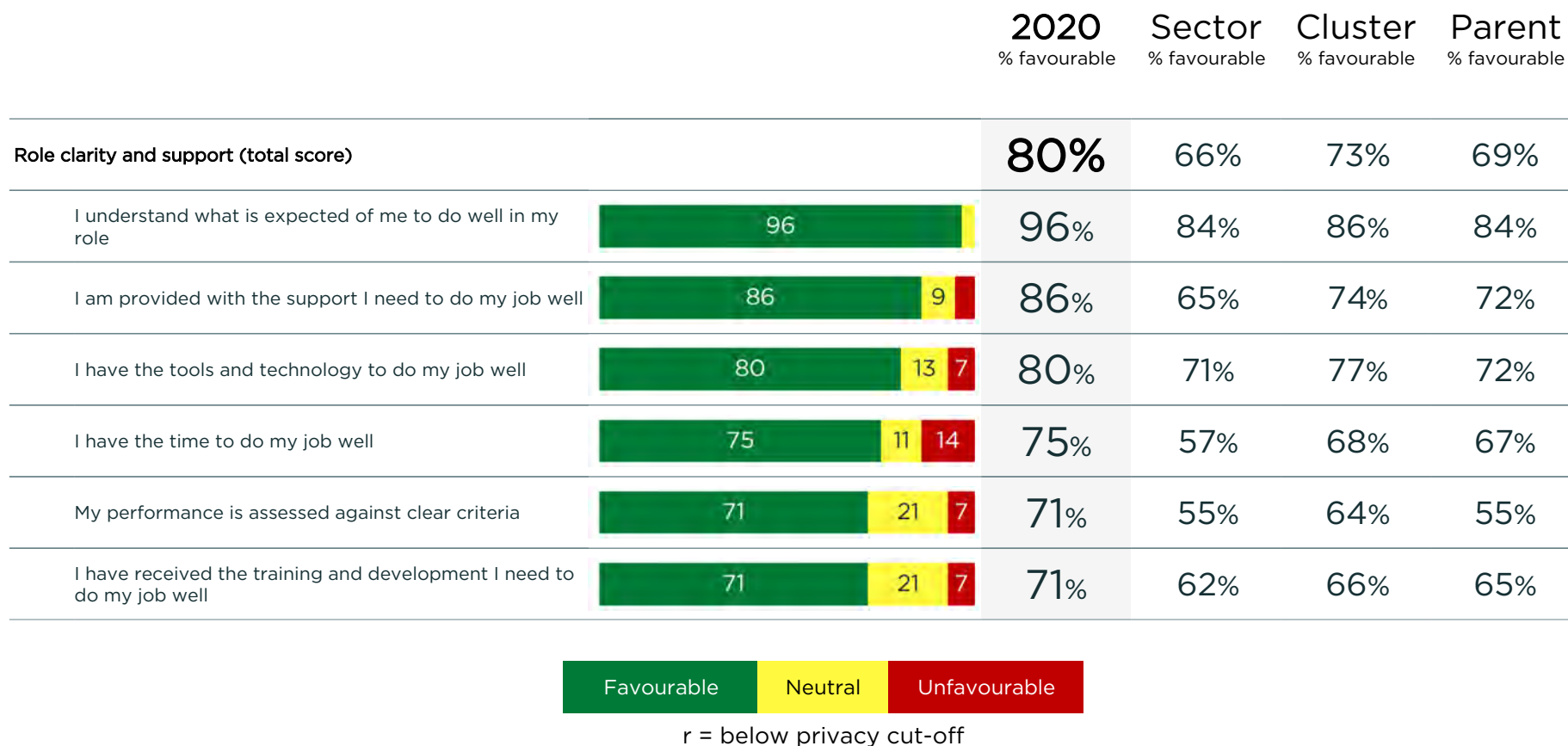
Type of flexible working	2020 % respondents
Working from home	98%
Purchasing annual leave	r
Leave without pay	r
Study leave	r
Other	r
None of the above	r

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.](#)









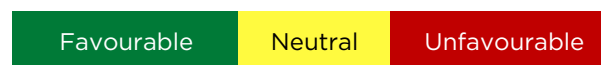
Autonomy and employee voice

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	Sector % favourable	Cluster % favourable	Parent % favourable
Autonomy and employee voice (total score)		85%	71%	79%	76%
I can make the decisions needed to help customers		89%	81%	85%	86%
My manager listens to what I have to say		93%	79%	85%	85%
My manager encourages and values employee input		95%	76%	85%	84%
My manager involves my workgroup in decisions about our work		89%	71%	79%	78%
Senior managers listen to employees		60%	49%	60%	46%
I can speak up and share a different view to others in my organisation		85%	69%	78%	74%








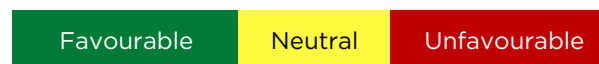
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Feedback and performance management

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	Sector % favourable	Cluster % favourable	Parent % favourable
Feedback and performance management (total score)		76%	63%	71%	65%
In the last 12 months, I have received feedback to help me improve my work		82%	65%	74%	70%
My performance is assessed against clear criteria		71%	55%	64%	55%
My manager provides recognition for the work I do		89%	72%	80%	79%
My manager encourages me to learn from my mistakes		88%	72%	81%	75%
My manager appropriately deals with employees who perform poorly		52%	49%	58%	44%



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

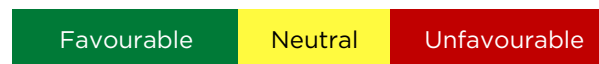
	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
I have a performance and development plan that sets out my individual goals				
Yes	95%	72%	78%	84%
No	5%	28%	22%	16%
I have informal feedback conversations with my manager				
Yes	93%	79%	85%	88%
No	7%	21%	15%	12%
I have scheduled feedback conversations with my manager				
Yes	96%	63%	77%	81%
No	4%	37%	23%	19%

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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	Sector % favourable	Cluster % favourable	Parent % favourable
Learning and development (total score)		65%	54%	61%	56%
I have received the training and development I need to do my job well	<div><div>71</div><div>21</div><div>7</div></div>	71%	62%	66%	65%
I am satisfied with the opportunities available for career development in my organisation	<div><div>61</div><div>25</div><div>14</div></div>	61%	48%	55%	48%
My organisation is committed to developing its employees	<div><div>64</div><div>25</div><div>11</div></div>	64%	54%	63%	54%

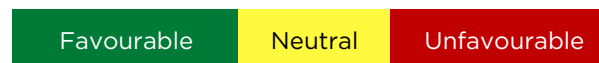


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Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.

[See the NSW public sector's recruitment and selection guide for tips to improve recruitment.](#)

		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Recruitment (total score)		58%	45%	57%	47%
I have confidence in the way recruitment decisions are made		47%	38%	49%	39%
My organisation generally selects capable people to do the job		69%	52%	64%	54%



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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	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	18%	40%	44%	37%
No	82%	60%	56%	63%

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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	Sector % respondents	Cluster % respondents	Parent % respondents
Are there barriers preventing you from moving to another role? If so, what are they?				
Lack of visible opportunities	27%	32%	30%	32%
Lack of promotion opportunities	33%	31%	28%	34%
Lack of support from my manager / supervisor	r	12%	-	-
Geographic location considerations	37%	27%	23%	35%
Personal / family considerations	37%	30%	24%	28%
Insufficient training and development	r	16%	-	-
Lack of required capabilities or experience	r	13%	-	-
Lack of support for temporary assignments / secondments	r	16%	-	-
The application / recruitment process is too cumbersome or time consuming	31%	24%	21%	33%
Other	r	10%	-	-
There are no major barriers to my career progression	31%	26%	30%	28%

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

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






	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
How long do you think you will continue to work in your current organisation?				
Less than 1 year	r	6%	-	-
1 year to less than 2 years	r	8%	-	-
2 years to less than 5 years	23%	20%	22%	23%
5 years to less than 10 years	37%	25%	25%	29%
10 years to less than 20 years	21%	24%	19%	25%
More than 20 years	r	17%	-	-

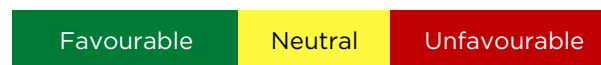
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Teamwork and collaboration

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	Sector % favourable	Cluster % favourable	Parent % favourable
Teamwork and collaboration (total score)		79%	69%	77%	73%
My workgroup works collaboratively to achieve its goals		88%	78%	85%	82%
There is good team spirit in my workgroup		89%	74%	82%	80%
People in my workgroup treat each other with respect		91%	80%	88%	86%
Senior managers promote collaboration between my organisation and other organisations we work with		71%	56%	66%	66%
There is good co-operation between teams across my organisation		56%	54%	65%	50%

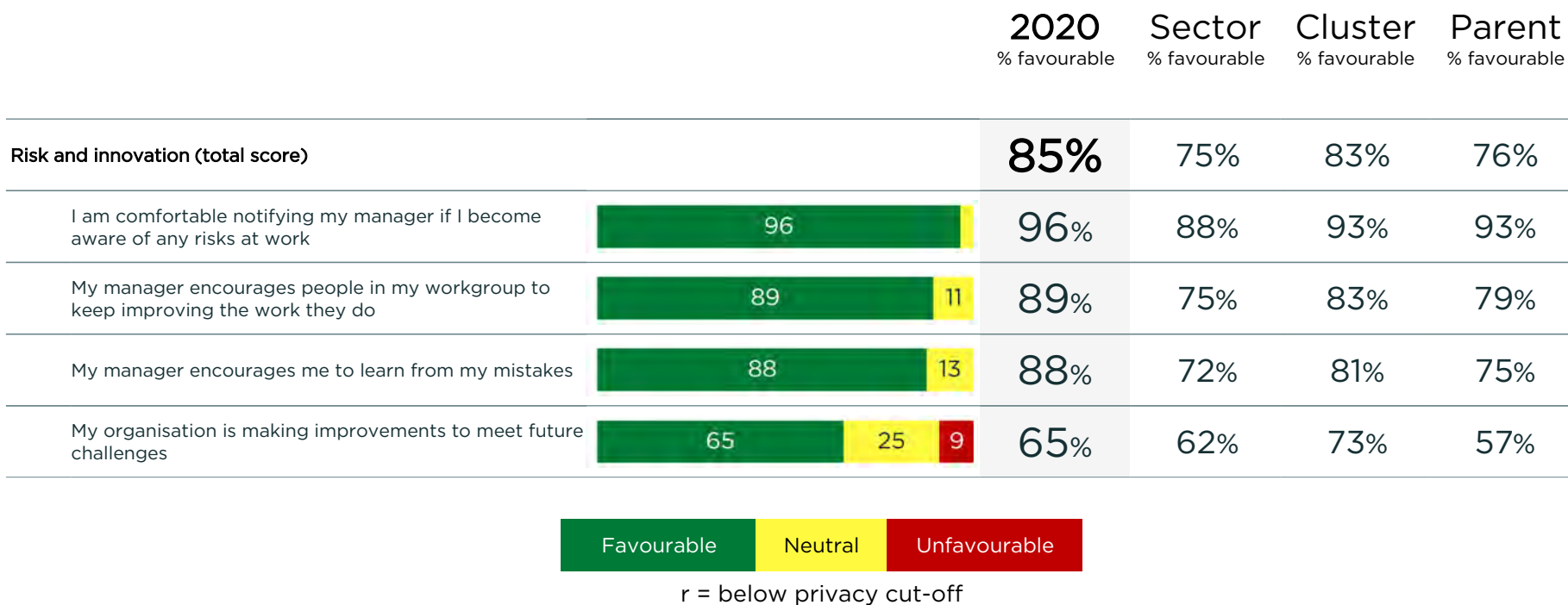


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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.



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

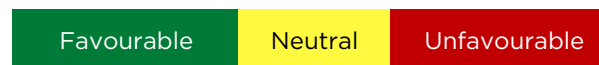
A healthy risk appetite can help foster innovation.



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	Sector % favourable	Cluster % favourable	Parent % favourable
Decision making and accountability (total score)		76%	60%	71%	63%
I have confidence in the decisions my manager makes		91%	72%	80%	77%
People in my organisation take responsibility for their own actions		60%	48%	62%	50%

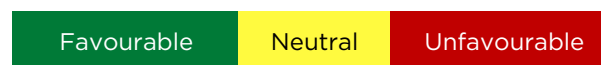


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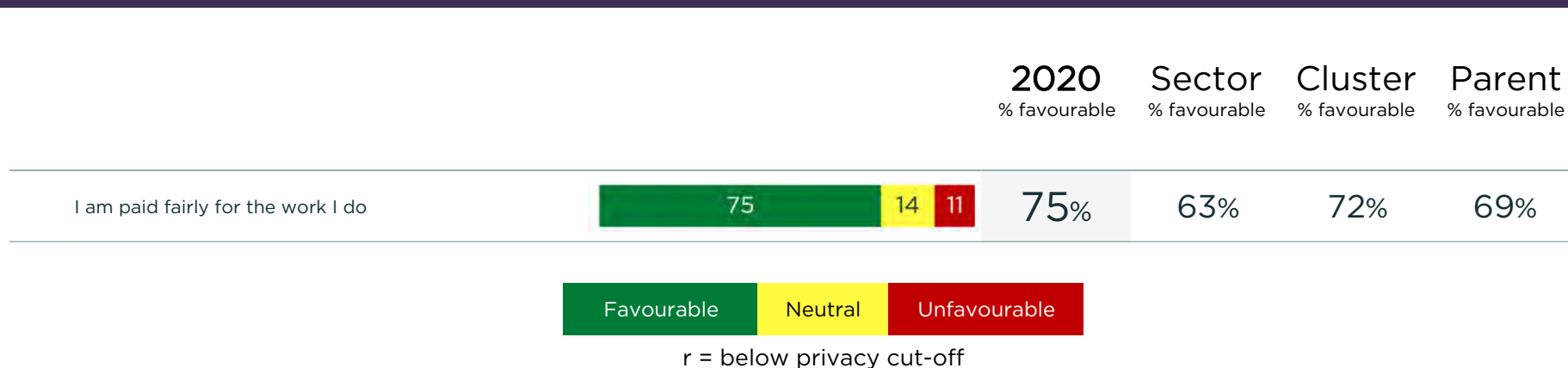
A customer is anyone who received a good or service. In the public sector, customers can be external or internal. Examples include students and their parents; patients and their families; the general community; and another NSW public sector organisation.

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

		2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
Customer service (total score)		83%	74%	83%	75%
I can make the decisions needed to help customers		89%	81%	85%	86%
My workgroup strives to achieve customer satisfaction		95%	85%	91%	87%
Senior managers communicate the importance of customers in our work		85%	70%	82%	78%
The processes in my organisation are designed to provide the best experience for customers		62%	58%	71%	53%
My organisation meets the needs of the people of NSW		82%	69%	81%	66%
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)		85%	81%	88%	80%

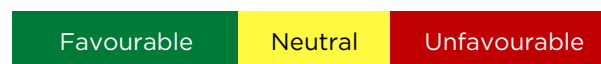


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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

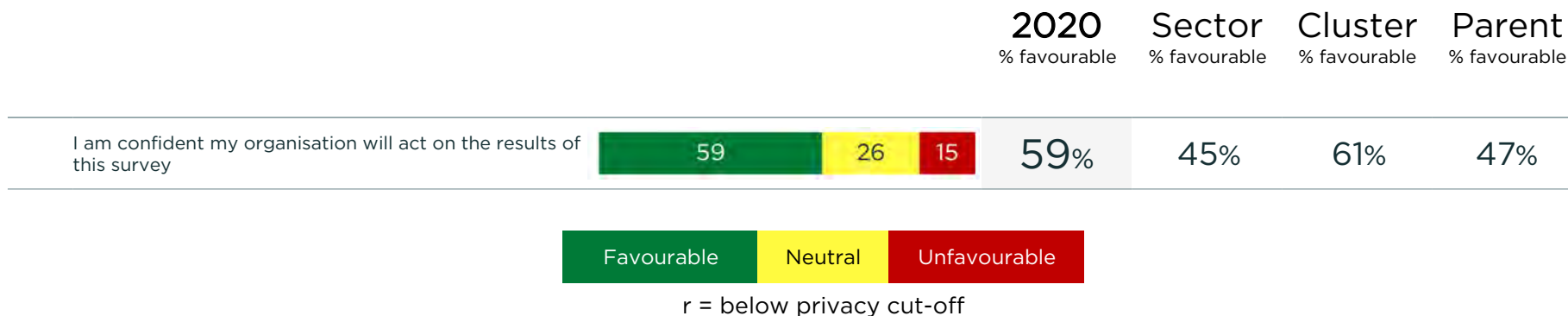
	2020 % favourable	Sector % favourable	Cluster % favourable	Parent % favourable
I have confidence in the ways my organisation resolves grievances	<div> <div>44</div> <div>30</div> <div>26</div> </div>	44%	45%	58%



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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.



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

	2020 % respondents	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you ever felt pressured to engage in misconduct at work?				
Yes	r	2%	-	-
No	r	95%	-	-
Don't know	r	3%	-	-
In the last 12 months, have you been aware of any misconduct in your organisation?				
Yes	r	16%	-	-
No	r	75%	-	-
Don't know	r	8%	-	-
Have you reported any of the misconduct you were aware of in the last 12 months?*				
Yes	r	58%	-	-
No	r	42%	-	-

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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	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you witnessed bullying at work?				
Yes	r	22%	-	-
No	81%	72%	82%	83%
Don't know	r	6%	-	-
In the last 12 months, have you been bullied at work?				
Yes	r	14%	-	-
No	r	81%	-	-
Don't know	r	5%	-	-

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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.](#)

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

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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	Sector % respondents	Cluster % respondents	Parent % respondents
In the last 12 months, have you experienced sexual harassment at work?				
Yes	r	4%	-	-
Prefer not to say	r	2%	-	-
No	r	94%	-	-
In the last 12 months, have you been threatened with physical harm or physically harmed at work?				
Yes	r	6%	-	-
No	100%	94%	99%	96%

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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
Senior managers model the values of my organisation	Senior managers
My organisation meets the needs of the people of NSW	Customer service
My organisation generally selects capable people to do the job	Recruitment
Senior managers provide clear direction for the future of the organisation	Senior managers
I have confidence in the way recruitment decisions are made	Recruitment

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	LGBTIQ+	% respondents	Type of work	% respondents
Male	30	Yes	(r)	Service delivery involving direct contact with the public	53
Female	49	No	(r)	Other service delivery work	(r)
Non-binary	(r)	Prefer not to say	(r)	Administrative support	(r)
Prefer not to say	(r)			Corporate services	(r)
		Employment status		Policy	(r)
Age		Senior executive	(r)	Research	(r)
15 - 34 years	8	Ongoing / permanent	(r)	Program and project management support	(r)
35 - 54 years	55	Temporary	(r)	Legal	(r)
55+ years	4	Casual	(r)	Other	(r)
Prefer not to say	34	Contract-non-executive	(r)		
		Labour hire	(r)		
LOTE spoken at home		Other	(r)	Organisation tenure	
Yes	(r)	Don't know	(r)	Less than 1 year	(r)
No	70			1 year to less than 2 years	(r)
Prefer not to say	(r)	Working arrangement		2 years to less than 5 years	(r)
		Full-time	(r)	5 years to less than 10 years	(r)
Aboriginal and/or Torres Strait Islander		Part-time	(r)	10 years to less than 20 years	31
Yes	(r)	Frontline / Non-frontline staff		More than 20 years	(r)
No	(r)	Frontline	53		
Prefer not to say	(r)	Non-frontline	47	Salary	
				\$85,743 and below	4
Disability				\$85,744 - \$111,076	36
Yes	(r)			\$111,077 - \$148,578	36
No	81			\$148,579 and above	2
Prefer not to say	(r)			Prefer not to say	23

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	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

+ 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	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

+ 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	75%	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	83%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	83%	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	80%	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	85%	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	79%	(r)	(r)	(r)	(r)	(r)	(r)

+ 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	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	79%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

+ at least 5 percentage points higher than report unit

^ at least 5 percentage points lower than report unit

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	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
WELLBEING, HEALTH AND SAFETY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION AND CHANGE MANAGEMENT	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
INCLUSION AND DIVERSITY	83%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ROLE CLARITY AND SUPPORT	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
AUTONOMY AND EMPLOYEE VOICE	85%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
LEARNING AND DEVELOPMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
TEAMWORK AND COLLABORATION	79%	(r)	(r)	(r)	(r)	(r)	(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

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.



2021 | NSW Public Sector Employee Survey

Organisational Unit Report

Health & Safe Design

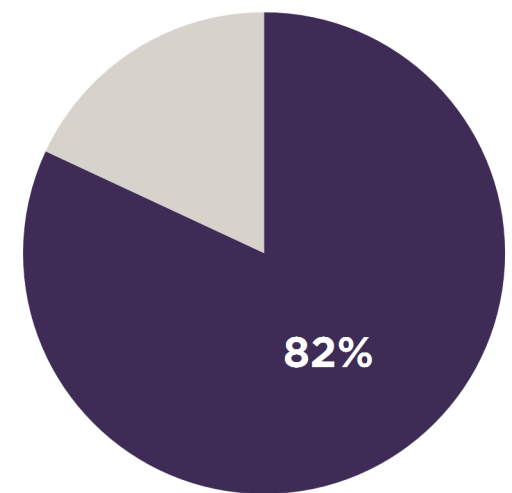
Parent unit: Compliance & Dispute Resolution

Survey period: 23 August to 17 September 2021

Completed surveys: 59

Response rate: 82%

Response rate:



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
 - Health & Safe Design

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High level results

Discover key results and patterns

Headline results for key topics

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



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



Highest and lowest questions

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

+ Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	88%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	88%	-8%
Flexible working	8h	My manager supports flexible working in my team	88%	-7%
Customer service	2d	People in my workgroup can explain how their work impacts customers	85%	-
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	84%	-16%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Grievance handling	10	I have confidence in the ways my organisation handles grievances	41%	-3%
Communication and change management	7b	Change is managed well in my organisation	43%	+7%
Recruitment	7f	I have confidence in the way recruitment decisions are made	47%	-1%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	49%	-22%
Role clarity and support	1d	I have the time to do my job well	53%	-22%

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
Communication and change management	7b	Change is managed well in my organisation	43%	+7%
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	62%	+6%
Action on survey results	9	I am confident my organisation will act on the results of this survey	65%	+6%
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	66%	+4%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	54%	+2%

- Least improved questions

			2021 % favourable	difference from 2020
Role clarity and support	1d	I have the time to do my job well	53%	-22%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	49%	-22%
Role clarity and support	1a	I understand what is expected of me to do well in my job	75%	-22%
Decision making and accountability	5f	I have confidence in the decisions my manager makes	71%	-20%
Job satisfaction	1i	I am satisfied with my job	66%	-20%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

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

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

Topic		Key driver questions	2021 % favourable	Action
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	76%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	66%	Improve
Inclusion and diversity	8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	Maintain
Recruitment	7g	My organisation generally selects capable people to do the job	62%	Improve
Role clarity and support	1a	I understand what is expected of me to do well in my job	75%	Maintain
Senior managers / Teamwork and collaboration	6c	Senior managers promote collaboration between my organisation and other organisations we work with	59%	Improve

r = below privacy cut-off

Results by topic

Discover more about your results

Employee engagement

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Employee engagement (total score)*				70	-5	+3	-4	+3
7j	I would recommend my organisation as a great place to work	74	14 12	74%	-13%	+7%	-6%	+4%
7k	I am proud to tell others I work for my organisation	76	16 9	76%	-4%	+2%	-5%	+6%
7l	I feel a strong personal attachment to my organisation	60	26 14	60%	-16%	-5%	-7%	-3%
7m	My organisation motivates me to help it achieve its goals	64	21 16	64%	-13%	+4%	-9%	+4%
7n	My organisation inspires me to do the best in my job	64	24 12	64%	-9%	+4%	-9%	+6%

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




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

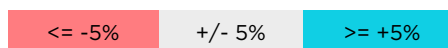
r = below privacy cut-off

Intention to stay

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

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

19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Less than 1 year		r	-	-	-	-
1 year to less than 2 years		r	-	-	-	-
2 years to less than 5 years		32%	+9%	+12%	+10%	+12%
5 years to less than 10 years		25%	-12%	0%	+1%	0%
10 years to less than 20 years		21%	0%	-2%	+2%	-3%
More than 20 years		r	-	-	-	-



r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Job satisfaction (total score)				69%	-15%	0%	-5%	+2%
1g	My job gives me a feeling of personal accomplishment	73	10 17	73%	-15%	-3%	-5%	+1%
1h	I feel motivated to contribute more than what is normally required at work	73	8 19	73%	-18%	+2%	-4%	+4%
1i	I am satisfied with my job	66	17 17	66%	-20%	-5%	-11%	-4%
1n	I find my life at work fulfilling	66	17 17	66%	-9%	+6%	0%	+7%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Wellbeing (total score)				67%	-10%	-2%	-8%	-2%
1j	I can keep my work stress at an acceptable level	66	8 25	66%	-12%	+5%	-5%	+1%
1m	In general, my sense of wellbeing is...	59	20 20	59%	-10%	-4%	-9%	-4%
8d	There are people at work who care about me	76	12 12	76%	-6%	-8%	-11%	-5%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Customer service (total score)				76%	0%	+4%	-6%	+3%
1k	I am empowered to make the decisions needed to help customers and/or communities	73	15 12	73%	-	+2%	-6%	-1%
2d	People in my workgroup can explain how their work impacts customers	85	10	85%	-	+3%	-3%	-1%
2e	My workgroup considers customer needs when planning our work	83	8 8	83%	-	0%	-5%	0%
6d	Senior managers communicate the importance of customers in our work	78	8 14	78%	-7%	+8%	-5%	+3%
7h	The processes in my organisation are designed to support the best experience for customers	66	31	66%	+4%	+5%	-9%	+7%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	74	17 9	74%	-8%	+4%	-8%	+10%

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)				64%	-16%	-2%	-10%	-3%
1a	I understand what is expected of me to do well in my job	75	14 12	75%	-22%	-11%	-12%	-5%
1b	I get the support I need to do my job well	68	8 24	68%	-18%	+2%	-10%	-3%
1c	I have the tools and technology to do my job well	75	12 14	75%	-6%	+4%	-5%	+6%
1d	I have the time to do my job well	53	15 32	53%	-22%	-3%	-18%	-12%
3e	My performance is assessed against clear criteria	49	25 25	49%	-22%	-8%	-15%	-7%
3f	I have received the training and development I need to do my job well	68	14 19	68%	-4%	+3%	-1%	+3%

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)			78%	-	+6%	0%	+1%
1e	My job gives me opportunities to use a variety of skills	78 17	78%	-	-3%	-4%	-1%
1f	I have a choice in deciding how I carry out day to day work tasks	88 8	88%	-	+15%	+14%	+3%
3d	In the last 12 months, I have received feedback to help me improve my work	71 12 17	71%	-11%	+6%	-3%	+1%
5j	My manager communicates how my role contributes to my organisation's purpose	73 15 12	73%	-	+5%	-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)				77%	-7%	+3%	-7%	+1%
1l	I am comfortable notifying my manager if I become aware of any risks at work	88	10	88%	-8%	+1%	-5%	0%
5a	My manager encourages people in my workgroup to keep improving the work they do	80	10	80%	-10%	+4%	-6%	-1%
5h	My manager encourages me to learn from my mistakes	76	14	76%	-11%	+4%	-7%	-1%
7a	My organisation is making improvements to meet future challenges	66	22	66%	0%	+3%	-11%	+6%

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)				69%	-	-4%	-16%	-6%
7p	I am confident work health and safety issues I raise will be addressed promptly	66	17 17	66%	-	-11%	-21%	-8%
7q	There are effective resources in my organisation to support employee wellbeing	72	17 10	72%	-	+2%	-11%	-3%

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	41	36	22	41%	-3%	-5%	-21%	-1%

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

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Inclusion and diversity (total score)				75%	-8%	+1%	-8%	-2%
2c	People in my workgroup treat each other with respect	83	12	83%	-8%	+2%	-7%	-5%
6g	Senior managers support the career advancement of women	63	22 15	63%	-3%	0%	-12%	-2%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83	12	83%	-5%	+3%	-7%	-1%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	81	9 10	81%	-6%	+1%	-7%	-2%
8c	I can speak up and share a different view to others in my organisation	69	14 17	69%	-16%	0%	-10%	-3%
8e	I feel that I belong in my organisation	74	10 16	74%	-	+3%	-5%	+1%

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)				70%	-6%	+2%	-8%	0%
2a	My workgroup works collaboratively to achieve its goals	78	17	78%	-10%	-1%	-8%	-5%
2b	There is good team spirit in my workgroup	80	8 12	80%	-10%	+4%	-6%	0%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	24 17	59%	-12%	+3%	-11%	-4%
7c	There is good co-operation between teams across my organisation	62	16 22	62%	+6%	+5%	-6%	+8%

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)			86%	-11%	+20%	+3%	-5%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	84	84%	-16%	+20%	+4%	-6%
8h	My manager supports flexible working in my team	88	88%	-7%	+20%	+2%	-4%

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	88%	-5%	+44%	+28%	-2%
Working more hours over fewer days	17%	-3%	+7%	+3%	+3%
Working additional hours to make up for time off	33%	0%	+16%	+9%	+4%
Flexible scheduling for rostered workers	r	-	-	-	-
Part-time work	r	-	-	-	-
Job sharing	r	-	-	-	-
Working from different locations	29%	-25%	+12%	+14%	+1%
Working from home	95%	-3%	+36%	+22%	+3%
Purchasing annual leave	r	-	-	-	-
Leave without pay	r	-	-	-	-
Study leave	r	-	-	-	-
Other	r	-	-	-	-
None of the above	r	-	-	-	-

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)				54%	-3%	+6%	-6%	+6%
7f	I have confidence in the way recruitment decisions are made	47	22 31	47%	-1%	+5%	-7%	+7%
7g	My organisation generally selects capable people to do the job	62	17 21	62%	-6%	+7%	-6%	+6%

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

r = below privacy cut-off

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Learning and development (total score)					62%	-3%	+5%	-4%	+5%
3f	I have received the training and development I need to do my job well	68	14	19	68%	-4%	+3%	-1%	+3%
3g	I am satisfied with the opportunities available for career development in my organisation	53	22	25	53%	-8%	+2%	-8%	+4%
7e	My organisation is committed to developing its employees	66	19	16	66%	+2%	+10%	-4%	+7%

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

r = below privacy cut-off

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

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

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

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Yes	47%	+30%	+9%	+6%	+6%
No	53%	-30%	-9%	-6%	-6%

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

Lack of visible opportunities	<div></div>	26%	-1%	-2%	+3%	-1%
Lack of promotion opportunities	<div></div>	25%	-8%	-3%	+2%	-3%
Lack of support from my manager / supervisor		r	-	-	-	-
Geographic location considerations	<div></div>	26%	-10%	+3%	+10%	-1%
Personal / family considerations	<div></div>	37%	0%	+8%	+16%	+9%
Insufficient training and development		r	-	-	-	-
Lack of required capabilities or experience	<div></div>	23%	+11%	+11%	+9%	+11%
Lack of support for temporary assignments / secondments		r	-	-	-	-
The application / recruitment process is too cumbersome or time consuming	<div></div>	28%	-3%	+7%	+8%	0%
Other		r	-	-	-	-
There are no major barriers to my career progression	<div></div>	28%	-3%	-1%	-8%	-1%

<= -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	69	20 10	69%	-6%	+11%	-4%	+1%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Recognition (total score)				64%	-	+1%	-10%	-5%
5g	My manager provides recognition for the work I do	73	14 14	73%	-16%	0%	-9%	-7%
7o	I receive adequate recognition for my contributions from my organisation	54	21 25	54%	-	+2%	-11%	-4%

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

r = below privacy cut-off

Feedback and performance management

Enabling practices

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Feedback and performance management (total score)				63%	-11%	+2%	-8%	-1%
3d	In the last 12 months, I have received feedback to help me improve my work	71	12 17	71%	-11%	+6%	-3%	+1%
3e	My performance is assessed against clear criteria	49	25 25	49%	-22%	-8%	-15%	-7%
5h	My manager encourages me to learn from my mistakes	76	14 10	76%	-11%	+4%	-7%	-1%
5i	My manager appropriately deals with employees who perform poorly	54	25 20	54%	+2%	+5%	-7%	+1%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Performance management process								
3a	I have a performance and development plan that sets out my individual goals			71%	-23%	-2%	+2%	-4%
3b	I have informal feedback conversations with my manager			85%	-8%	+5%	-1%	-3%
3c	I have scheduled feedback conversations with my manager			93%	-3%	+28%	+18%	+14%

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)				67%	-4%	+8%	-6%	+3%
6a	Senior managers provide clear direction for the future of the organisation	59	19 22	59%	-6%	+4%	-11%	+3%
6b	Senior managers model the values of my organisation	73	8 19	73%	+2%	+14%	-1%	+8%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	59	24 17	59%	-12%	+3%	-11%	-4%
6d	Senior managers communicate the importance of customers in our work	78	8 14	78%	-7%	+8%	-5%	+3%
6e	Senior managers keep employees informed about what's going on	76	8 15	76%	-4%	+17%	+1%	+7%
6f	Senior managers listen to employees	61	19 20	61%	+1%	+12%	-4%	+8%
6g	Senior managers support the career advancement of women	63	22 15	63%	-3%	0%	-12%	-2%

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

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Decision making and accountability (total score)				63%	-12%	+2%	-12%	-2%
5f	I have confidence in the decisions my manager makes	71	15 14	71%	-20%	-1%	-12%	-5%
7d	People in my organisation take responsibility for their own actions	55	28 17	55%	-5%	+5%	-11%	+1%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Communication and change management (total score)				64%	-4%	+6%	-8%	+3%
5c	My manager communicates effectively with me	76	10 14	76%	-13%	+1%	-8%	-5%
6a	Senior managers provide clear direction for the future of the organisation	59	19 22	59%	-6%	+4%	-11%	+3%
6e	Senior managers keep employees informed about what's going on	76	8 15	76%	-4%	+17%	+1%	+7%
7b	Change is managed well in my organisation	43	28 29	43%	+7%	0%	-15%	+9%

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

r = below privacy cut-off

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

			2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
Employee voice (total score)			72%	-12%	+3%	-8%	-1%
5b	My manager listens to what I have to say	78 17	78%	-15%	-1%	-10%	-5%
5d	My manager encourages and values employee input	78 10 12	78%	-17%	+2%	-9%	-4%
5e	My manager involves my workgroup in decisions about our work	76 12 12	76%	-13%	+5%	-5%	-2%
6f	Senior managers listen to employees	61 19 20	61%	+1%	+12%	-4%	+8%
8c	I can speak up and share a different view to others in my organisation	69 14 17	69%	-16%	0%	-10%	-3%

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

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	difference from Parent
9	I am confident my organisation will act on the results of this survey	65	9 26	65%	+6%	+18%	-3%	+11%

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	21%	+4%	-1%	+12%	+9%
experienced bullying	17%	+6%	+3%	+11%	+9%
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	LGBTIQ+	% respondents	Type of work	% respondents
Male	32	Yes	r	Service delivery involving direct contact with the public	47
Female	51	No	88	Other service delivery work	r
Non-binary	r	Prefer not to say	r	Administrative support	r
Prefer not to say	18			Corporate services	r
		Employment status		Policy	r
Age		Senior executive	r	Research	r
15-34 years	r	Ongoing / permanent	93	Program and project management support	24
35-54 years	54	Temporary	r	Legal	r
55+ years	r	Casual	r	Other	r
Prefer not to say	26	Contract-non-executive	r		
		Labour hire	r	Organisation tenure	
LOTE spoken at home		Other	r	Less than 1 year	r
Yes	r	Don't know	r	1 year to less than 2 years	r
No	67	Working arrangement		2 years to less than 5 years	28
Prefer not to say	18	Full-time	89	5 years to less than 10 years	22
Aboriginal and/or Torres Strait Islander		Part-time	r	10 years to less than 20 years	20
Yes	r			More than 20 years	r
No	82			Salary	
Prefer not to say	r			\$85,743 and below	r
Disability				\$85,744 - \$111,076	19
Yes	r			\$111,077 - \$148,577	52
No	75			\$148,578 and above	r
Prefer not to say	r			Prefer not to say	24

r = below privacy cut-off

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.

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	78	72	r	r	r	r	r	r	75	r
Wellbeing	67%	81%	70%	r	r	r	r	r	r	71%	r
Role clarity and support	64%	82%	67%	r	r	r	r	r	r	72%	r
Inclusion and diversity	75%	87%	76%	r	r	r	r	r	r	81%	r
Teamwork and collaboration	70%	86%	73%	r	r	r	r	r	r	76%	r
Learning and development	62%	81%	61%	r	r	r	r	r	r	65%	r
Senior managers	67%	76%	73%	r	r	r	r	r	r	73%	r
Communication and change management	64%	75%	69%	r	r	r	r	r	r	70%	r
Employee voice	72%	86%	75%	r	r	r	r	r	r	79%	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	70	73	r	r	r	r	r	69	r	r
Wellbeing	67%	72%	r	r	r	r	r	72%	r	r
Role clarity and support	64%	71%	r	r	r	r	r	71%	r	r
Inclusion and diversity	75%	83%	r	r	r	r	r	78%	r	r
Teamwork and collaboration	70%	71%	r	r	r	r	r	83%	r	r
Learning and development	62%	65%	r	r	r	r	r	67%	r	r
Senior managers	67%	73%	r	r	r	r	r	82%	r	r
Communication and change management	64%	67%	r	r	r	r	r	77%	r	r
Employee voice	72%	81%	r	r	r	r	r	80%	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	70	r	r	64	72	66	r
Wellbeing	67%	r	r	53%	69%	61%	r
Role clarity and support	64%	r	r	52%	67%	59%	r
Inclusion and diversity	75%	r	r	71%	78%	71%	r
Teamwork and collaboration	70%	r	r	70%	75%	45%	r
Learning and development	62%	r	r	62%	53%	42%	r
Senior managers	67%	r	r	68%	68%	55%	r
Communication and change management	64%	r	r	60%	65%	50%	r
Employee voice	72%	r	r	69%	73%	67%	r

At least 5 percentage points lower than report unit


Within 5 percentage points of the report unit


At least 5 percentage points higher than report unit


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Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	70	r	75	r	r	r	r	r	r
Wellbeing	67%	r	75%	r	r	r	r	r	r
Role clarity and support	64%	r	70%	r	r	r	r	r	r
Inclusion and diversity	75%	r	82%	r	r	r	r	r	r
Teamwork and collaboration	70%	r	75%	r	r	r	r	r	r
Learning and development	62%	r	74%	r	r	r	r	r	r
Senior managers	67%	r	77%	r	r	r	r	r	r
Communication and change management	64%	r	76%	r	r	r	r	r	r
Employee voice	72%	r	82%	r	r	r	r	r	r

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points higher than report unit


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Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	70	r	r	r	r	r	r	r	r	r
Wellbeing	67%	r	r	r	r	r	r	r	r	r
Role clarity and support	64%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	75%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	70%	r	r	r	r	r	r	r	r	r
Learning and development	62%	r	r	r	r	r	r	r	r	r
Senior managers	67%	r	r	r	r	r	r	r	r	r
Communication and change management	64%	r	r	r	r	r	r	r	r	r
Employee voice	72%	r	r	r	r	r	r	r	r	r

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

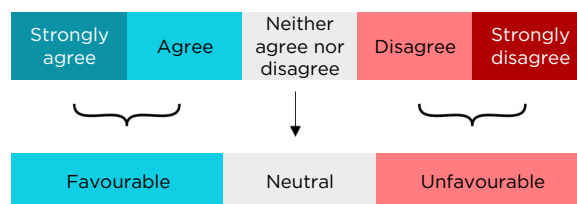


Privacy

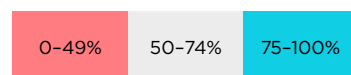
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

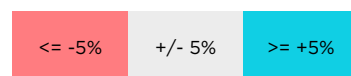


% favourable scores are colour coded based on these ranges:



Difference scores

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



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

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

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

People Matter

NSW Public Sector
Employee Survey 2022

Organisational Unit Report

Health & Safe Design

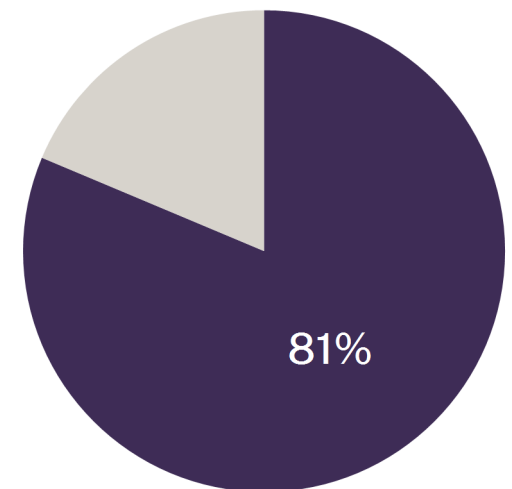
Parent unit: Compliance & Dispute Resolution

Survey period: 22 August to 16 September 2022

Completed surveys: 61

Response rate: 81%

Response rate:



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
 - Health & Safe Design

High level results..... 4

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High level results

Discover key results and patterns

Headline results for key topics

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



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

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.



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			2022 % favourable	difference from 2021
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	97%	+12
Ethics and values	7q	I support my organisation's values	97%	-
Flexible working	8f	My manager supports flexible working in my team	95%	+7
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	93%	+5
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	92%	+4

- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Communication and change management	7b	Change is managed well in my organisation	45%	+2
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	46%	-8
Burnout (disagree)	1n	I feel burned out by my work (disagree)	51%	-
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	52%	-10
Action on survey results	9	I am confident my organisation will act on the results of this survey	53%	-11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Most and least improved questions

These are the most and least improved questions by **difference from the previous year**.

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

			2022 % favourable	difference from 2021
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	76%	+21
Job satisfaction	1i	I am satisfied with my job	80%	+14
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	97%	+12
Health and safety	7r	I am confident work health and safety issues I raise will be addressed promptly	78%	+12
Wellbeing	1m	In general, my sense of wellbeing is...	70%	+11

- Least improved questions

			2022 % favourable	difference from 2021
Action on survey results	9	I am confident my organisation will act on the results of this survey	53%	-11
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	61%	-11
Pay	4	I am paid fairly for the work I do	59%	-10
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	52%	-10
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	46%	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Key drivers for engagement

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	Engagement key driver questions		2022 % favourable	Action
Role clarity and support	1b	I get the support I need to do my job well	74%	Maintain
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills	82%	Maintain
Employee voice / Inclusion and diversity	8b	I can speak up and share a different view to others in my organisation	70%	Maintain
Grievance handling	10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	60%	Improve
Role clarity and support	1a	I understand what is expected of me to do well in my job	80%	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	55%	Improve

r = below privacy cut-off

Results by topic

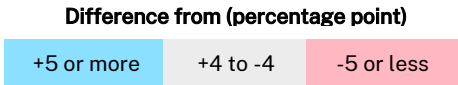
Discover more about your results

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

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

<div>FavourableNeutralUnfavourable</div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Employee engagement (total score)*			73	+3	+9	0	+7
7j	I would recommend my organisation as a great place to work	<div>83107</div>	83%	+9	+21	+3	+13
7k	I am proud to tell others I work for my organisation	<div>7819</div>	78%	+2	+8	-4	+7
7l	I feel a strong personal attachment to my organisation	<div>6631</div>	66%	+5	+5	-1	+8
7m	My organisation motivates me to help it achieve its goals	<div>72217</div>	72%	+9	+18	0	+13
7n	My organisation inspires me to do the best in my job	<div>67249</div>	67%	+3	+12	-5	+8

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



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?		2022 % respondents	difference from 2021	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	<div></div>	23%	-10	+3	+1	+2
5 years to less than 10 years	<div></div>	30%	+5	+5	+6	+4
10 years to less than 20 years	<div></div>	28%	+7	+6	+8	0
More than 20 years		r	-	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Job satisfaction (total score)					75%	+5	+7	-1	+4
1g	My job gives me a feeling of personal accomplishment	70	17	13	70%	-3	-2	-7	-3
1h	I feel motivated to contribute more than what is normally required at work	75	16	8	75%	+3	+9	-1	+7
1i	I am satisfied with my job	80		15	80%	+14	+14	+4	+8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Wellbeing (total score)			68%	+5	+10	-4	+5
1j	I can keep my work stress at an acceptable level	<div><div>66</div><div>20</div><div>15</div></div>	66%	-1	+7	-8	+3
1m	In general, my sense of wellbeing is..	<div><div>70</div><div>20</div><div>10</div></div>	70%	+11	+12	-1	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Customer service (total score)					84%	+8	+14	+2	+8
1k	I am empowered to make the decisions needed to help customers and/or communities	82			82%	+9	+13	+4	+1
2c	People in my workgroup can explain how their work impacts customers	89			89%	+4	+7	+1	+3
2d	My workgroup considers customer needs when planning our work	92			92%	+9	+9	+3	+10
6d	Senior managers communicate the importance of customers in our work	85			85%	+7	+21	+4	+7
7h	The processes in my organisation are designed to support the best experience for customers	72			72%	+7	+16	-1	+13
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	84			84%	+10	+21	+3	+17

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Role clarity and support (total score)			70%	+6	+6	-4	+4
1a	I understand what is expected of me to do well in my job	<div><div>80</div><div>10</div><div>10</div></div>	80%	+6	-4	-6	-1
1b	I get the support I need to do my job well	<div><div>74</div><div>13</div><div>13</div></div>	74%	+6	+11	-4	+4
1c	I have the tools and technology to do my job well	<div><div>82</div><div>13</div><div></div></div>	82%	+7	+14	+3	+16
1d	I have the time to do my job well	<div><div>57</div><div>13</div><div>30</div></div>	57%	+5	+5	-14	0
3e	My performance is assessed against clear criteria	<div><div>54</div><div>25</div><div>21</div></div>	54%	+5	0	-8	+2
3f	I have received the training and development I need to do my job well	<div><div>72</div><div>8</div><div>20</div></div>	72%	+4	+9	+3	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Job purpose and enrichment (total score)					77%	0	+7	-1	+1
1e	My job gives me opportunities to use a variety of skills	82			82%	+4	+3	+1	+1
1f	I have a choice in deciding how I carry out day to day work tasks	92			92%	+4	+21	+16	+6
3d	In the last 12 months, I have received feedback to help me improve my work	61			61%	-11	-2	-14	-5
5h	My manager communicates how my role contributes to my organisation's purpose	74			74%	+1	+5	-6	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

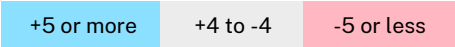
Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Risk and innovation (total score)					77%	-1	+5	-7	+1
1l	I am comfortable notifying my manager if I become aware of any risks at work	93			93%	+5	+7	+1	+3
5a	My manager encourages people in my workgroup to keep improving the work they do	72			72%	-8	-2	-13	-7
7a	My organisation is making improvements to meet future challenges	66			66%	0	+9	-11	+6

Difference from (percentage point)



r = below privacy cut-off

Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Ethics and values (total score)					87%	-	+18	+4	+10
6b	Senior managers model the values of my organisation	77			77%	+4	+24	+6	+12
7p	My organisation shows a commitment to ethical behaviours	88			88%	-	+18	+3	+10
7q	I support my organisation's values	97			97%	-	+12	+4	+9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Teamwork and collaboration (total score)					66%	0	+4	-8	+1
2a	My workgroup works collaboratively to achieve its goals	82108			82%	+4	+3	-4	+5
6c	Senior managers promote collaboration between my organisation and other organisations we work with	642511			64%	+5	+12	-3	-2
7c	There is good co-operation between teams across my organisation	522821			52%	-10	-3	-16	0

Difference from (percentage point)

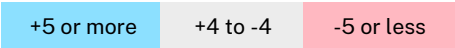
+5 or more+4 to -4-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Inclusion and diversity (total score)					74%	-	+6	-5	+2
2b	People in my workgroup treat each other with respect	907			90%	+7	+10	0	+2
6f	Senior managers support the career advancement of all employees	592516			59%	-	+15	-2	+4
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	80128			80%	-1	+2	-6	+2
8b	I can speak up and share a different view to others in my organisation	701812			70%	+1	+3	-8	+1
8c	I feel that I belong in my organisation	721810			72%	-2	+2	-7	0

Difference from (percentage point)



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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Flexible working (total score)					96%	+10	+33	+10	+5
8e	How satisfied are you with your ability to access and use flexible working arrangements?	97			97%	+12	+36	+13	+6
8f	My manager supports flexible working in my team	95			95%	+7	+30	+8	+4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Use of 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.

8d Type of flexible working	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Flexible start and finish times	93%	+5	+49	+31	+7
Working more hours over fewer days	18%	+1	+8	+2	+7
Working additional hours to make up for time off	32%	-1	+14	+6	+5
Flexible scheduling for rostered workers	r	-	-	-	-
Part-time work	r	-	-	-	-
Job sharing	r	-	-	-	-
Working from different locations	58%	+29	+39	+35	+15
Working from home	97%	+2	+49	+22	+5
Purchasing annual leave	r	-	-	-	-
Leave without pay	r	-	-	-	-
Study leave	r	-	-	-	-
Other	r	-	-	-	-
None of the above	r	-	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	60	31	9	60%	-	+7	-10	+4

*See p.37 for related results on negative workplace behaviours.

Difference from (percentage point)

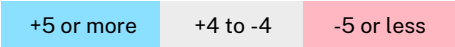
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Health and safety (total score)			77%	+8	+7	-9	0
7r	I am confident work health and safety issues I raise will be addressed promptly	<div><div>78</div><div>17</div><div></div></div>	78%	+12	+3	-9	+4
7s	There are effective resources in my organisation to support employee wellbeing	<div><div>76</div><div>16</div><div>9</div></div>	76%	+3	+12	-8	-3

Difference from (percentage point)



r = below privacy cut-off

Burnout is typically characterised by ongoing feelings of:

- energy depletion / exhaustion
- negativity or cynicism about one's job
- reduced professional effectiveness.

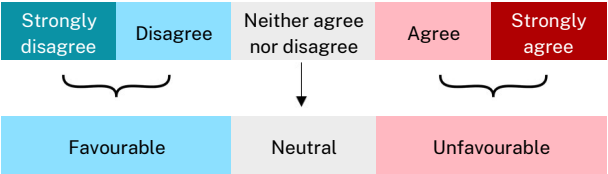
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
1n I feel burned out by my work (disagree)	51	20	30	51%	-	+17	+3	+7

Note on interpretation:

This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Recruitment (total score)					64%	-	+15	+1	+13
7f	My organisation makes fair recruitment and promotion decisions	60	24	16	60%	-	+16	+2	+14
7g	My organisation generally selects capable people to do the job	67	19	14	67%	+5	+15	+1	+12

Difference from (percentage point)

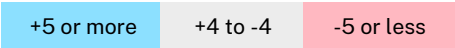
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Learning and development (total score)					66%	+4	+11	-1	+4
3f	I have received the training and development I need to do my job well	72	8	20	72%	+4	+9	+3	+2
3g	I am satisfied with the opportunities available for career development in my organisation	54	18	28	54%	+2	+5	-7	+2
7e	My organisation is committed to developing its employees	71	16	14	71%	+5	+18	0	+7

Difference from (percentage point)



r = below privacy cut-off

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

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

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

	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Yes	48%	0	+6	+2	+8
No	52%	0	-6	-2	-8

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

Lack of visible opportunities		25%	-2	-2	+2	+2
Lack of promotion opportunities		23%	-2	-4	-1	-1
Lack of support from my manager / supervisor		r	-	-	-	-
Geographic location considerations		26%	0	+2	+9	-4
Personal / family considerations		41%	+4	+10	+19	+9
Insufficient training and development		r	-	-	-	-
Lack of required capabilities or experience		26%	+3	+14	+12	+12
Lack of support for temporary assignments / secondments		16%	+1	+2	+6	+5
The application / recruitment process is too cumbersome or time consuming		28%	0	+5	+7	-1
Other		r	-	-	-	-
There are no major barriers to my career progression		21%	-7	-7	-14	-8

Difference from (percentage point)

+5 or more

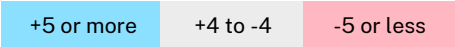
+4 to -4

-5 or less

r = below privacy cut-off

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
4	I am paid fairly for the work I do	59	15	26	59%	-10	+11	-5	+5

Difference from (percentage point)

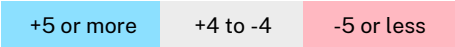


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Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Recognition (total score)					65%	+1	+5	-9	-3
5f	My manager provides recognition for the work I do	74 20 7			74%	+1	+3	-7	-4
7o	I receive adequate recognition for my contributions from my organisation	55 22 22			55%	+1	+6	-11	-2

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Feedback and performance management (total score)					54%	-5	-2	-12	-4
3d	In the last 12 months, I have received feedback to help me improve my work	61	21	18	61%	-11	-2	-14	-5
3e	My performance is assessed against clear criteria	54	25	21	54%	+5	0	-8	+2
5g	My manager appropriately deals with employees who perform poorly	46	44	10	46%	-8	-3	-14	-9

			2022 % respondents	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Performance management process							
3a	I have a performance and development plan that sets out my individual goals		72%	+1	+1	+4	+11
3b	I have informal feedback conversations with my manager		85%	+1	+6	0	-1
3c	I have scheduled feedback conversations with my manager		84%	-10	+20	+7	+6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Senior managers (total score)					70%	-	+18	+1	+8
6a	Senior managers provide clear direction for the future of the organisation	66	18	16	66%	+6	+16	-1	+11
6b	Senior managers model the values of my organisation	77	16	7	77%	+4	+24	+6	+12
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	25	11	64%	+5	+12	-3	-2
6d	Senior managers communicate the importance of customers in our work	85	8	7	85%	+7	+21	+4	+7
6e	Senior managers listen to employees	67	20	13	67%	+6	+23	+5	+13
6f	Senior managers support the career advancement of all employees	59	25	16	59%	-	+15	-2	+4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

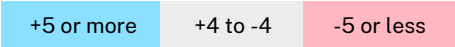
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Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

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.

<div>FavourableNeutralUnfavourable</div>			2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Decision making and accountability (total score)			76%	+13	+16	+2	+8
5e	I have confidence in the decisions my manager makes	<div>77158</div>	77%	+6	+5	-5	0
7d	People in my organisation take responsibility for their own actions	<div>761014</div>	76%	+21	+27	+9	+17

Difference from (percentage point)

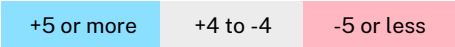


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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

					2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
					<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>				
Communication and change management (total score)					62%	+2	+7	-8	+5
5b	My manager communicates effectively with me				<div><div>74</div><div>20</div><div>7</div></div> 74%	-3	-1	-10	-7
6a	Senior managers provide clear direction for the future of the organisation				<div><div>66</div><div>18</div><div>16</div></div> 66%	+6	+16	-1	+11
7b	Change is managed well in my organisation				<div><div>45</div><div>38</div><div>17</div></div> 45%	+2	+6	-12	+11

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
Employee voice (total score)					75%	+4	+11	-2	+4
5c	My manager encourages and values employee input	84			84%	+6	+8	-2	0
5d	My manager involves my workgroup in decisions about our work	80			80%	+4	+10	-1	+1
6e	Senior managers listen to employees	67			67%	+6	+23	+5	+13
8b	I can speak up and share a different view to others in my organisation	70			70%	+1	+3	-8	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster	difference from Parent
9	I am confident my organisation will act on the results of this survey	53	26	21	53%	-11	+10	-15	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

Negative workplace behaviours

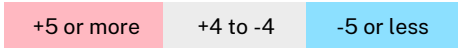
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...	2022 % respondents	difference from 2021	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

Difference from (percentage point)



r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

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	Disability	% respondents	Type of work	% respondents
Woman	53	Yes	r	Service delivery involving direct contact with the public	52
Man	r	No	88		
Non-binary	r	Prefer not to say	r		
Use a different term	r				
Prefer not to say	r	LGBTIQ+		Administrative support	r
				Corporate services	r
		Yes	r	Policy	r
Age		No	82	Research	r
15-34 years	23	Prefer not to say	r	Program and project management support	r
35-54 years	55			Legal	r
55+ years	r	LOTE spoken at home		Other	r
Prefer not to say	r	Yes	r		
		No	77	Organisation tenure	
Aboriginal and/or Torres Strait Islander		Prefer not to say	r	Less than 1 year	r
Yes	r			1 year to less than 2 years	r
No	r	Working arrangement		2 years to less than 5 years	24
Prefer not to say	r	Full-time	r	5 years to less than 10 years	28
		Part-time	r	10 years to less than 20 years	r
Cultural background				More than 20 years	r
Oceanian	74	Employment status			
North-West European	r	Senior executive	r	Salary	
Southern and Eastern European	r	Ongoing / permanent	r	\$87,492 and below	r
North African and Middle Eastern	r	Temporary	r	\$87,493 - \$113,342	31
South-East Asian	r	Casual	r	\$113,343 - \$151,608	48
North-East Asian	r	Contract-non-executive	r	\$151,609 and above	r
Southern and Central Asian	r	Labour hire	r	Prefer not to say	r
Peoples of the Americas	r	Other	r		
Sub-Saharan African	r	Don't know	r		

Note, the cultural background question is multi-select, so results may not sum to 100%.

r = below privacy cut-off

Selected key topic results by child unit

This page cannot be shown due to privacy reasons.

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

Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	73	77	r	r	r	r	r	r	77	78	r
Wellbeing	68%	69%	r	r	r	r	r	r	81%	71%	r
Role clarity and support	70%	73%	r	r	r	r	r	r	81%	75%	r
Inclusion and diversity	74%	78%	r	r	r	r	r	r	86%	81%	r
Teamwork and collaboration	66%	69%	r	r	r	r	r	r	74%	70%	r
Learning and development	66%	72%	r	r	r	r	r	r	87%	71%	r
Senior managers	70%	76%	r	r	r	r	r	r	88%	79%	r
Communication and change management	62%	68%	r	r	r	r	r	r	77%	70%	r
Employee voice	75%	81%	r	r	r	r	r	r	88%	84%	r

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	73	70	r	r	r	r	r	r	r	r
Wellbeing	68%	80%	r	r	r	r	r	r	r	r
Role clarity and support	70%	75%	r	r	r	r	r	r	r	r
Inclusion and diversity	74%	77%	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	67%	r	r	r	r	r	r	r	r
Learning and development	66%	69%	r	r	r	r	r	r	r	r
Senior managers	70%	67%	r	r	r	r	r	r	r	r
Communication and change management	62%	61%	r	r	r	r	r	r	r	r
Employee voice	75%	78%	r	r	r	r	r	r	r	r

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	73	r	r	72	82	r	r
Wellbeing	68%	r	r	88%	70%	r	r
Role clarity and support	70%	r	r	73%	87%	r	r
Inclusion and diversity	74%	r	r	86%	84%	r	r
Teamwork and collaboration	66%	r	r	77%	73%	r	r
Learning and development	66%	r	r	77%	64%	r	r
Senior managers	70%	r	r	78%	74%	r	r
Communication and change management	62%	r	r	69%	73%	r	r
Employee voice	75%	r	r	90%	87%	r	r

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	73	r	74	r	r	r	r	r	r
Wellbeing	68%	r	75%	r	r	r	r	r	r
Role clarity and support	70%	r	74%	r	r	r	r	r	r
Inclusion and diversity	74%	r	78%	r	r	r	r	r	r
Teamwork and collaboration	66%	r	62%	r	r	r	r	r	r
Learning and development	66%	r	74%	r	r	r	r	r	r
Senior managers	70%	r	74%	r	r	r	r	r	r
Communication and change management	62%	r	62%	r	r	r	r	r	r
Employee voice	75%	r	79%	r	r	r	r	r	r

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	73	r	r	r	r	r	r	r	r	r
Wellbeing	68%	r	r	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	74%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	r	r	r	r	r	r
Learning and development	66%	r	r	r	r	r	r	r	r	r
Senior managers	70%	r	r	r	r	r	r	r	r	r
Communication and change management	62%	r	r	r	r	r	r	r	r	r
Employee voice	75%	r	r	r	r	r	r	r	r	r

Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

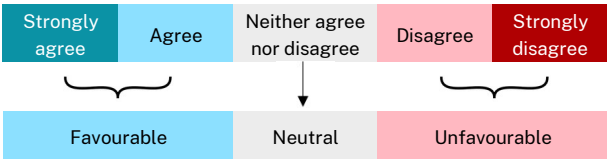


Privacy

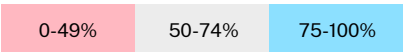
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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



% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. ‘strongly disagree’ and ‘disagree’ responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to ‘strongly agree’
- 75 to ‘agree’
- 50 to ‘neither agree nor disagree’
- 25 to ‘disagree’
- 0 to ‘strongly disagree’

The employee’s engagement score is calculated as the average of the 5 question scores. Employees’ scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson’s correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). You are recommended to look for ways to maintain your strengths and improve your priority areas.

Action planning

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

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

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