



**2021** | NSW Public Sector  
Employee Survey

## Agency Report

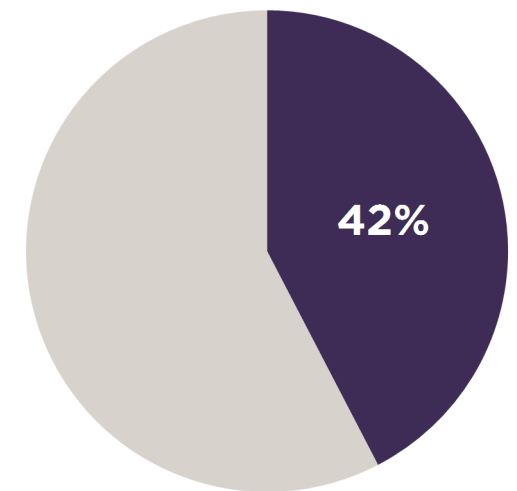
# Far West Local Health District

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

**Completed surveys:** 359

**Response rate:** 42%

## Response rate:



### NSW public sector

- ▶ Health
  - ▶ Far West Local Health District

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

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# High level results

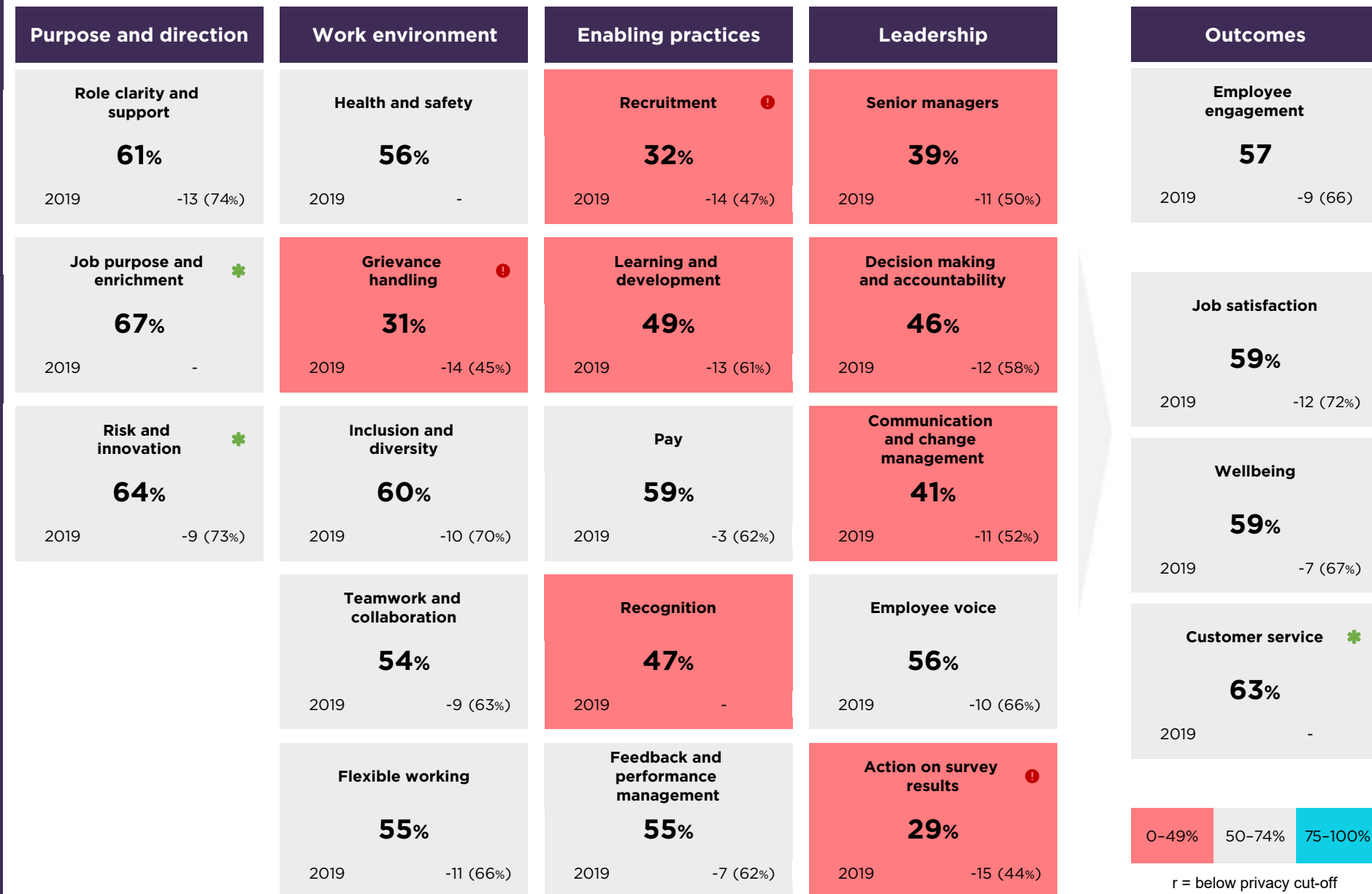
Discover key results and patterns

# 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.



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 2019
Role clarity and support	1a	I understand what is expected of me to do well in my job	81%	-12%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	81%	-7%
Customer service	2e	My workgroup considers customer needs when planning our work	78%	-
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills	77%	-
Wellbeing	8d	There are people at work who care about me	77%	-

## **-** Questions with the lowest favourable scores

			2021 % favourable	difference from 2019
Employee voice / Senior managers	6f	Senior managers listen to employees	26%	-18%
Communication and change management	7b	Change is managed well in my organisation	27%	-18%
Recruitment	7f	I have confidence in the way recruitment decisions are made	28%	-14%
Action on survey results	9	I am confident my organisation will act on the results of this survey	29%	-15%
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	31%	-16%

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 2019
Pay	4	I am paid fairly for the work I do	59%	-3%
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	52%	-5%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	66%	-5%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	38%	-5%
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	66%	-6%

## **-** Least improved questions

			2021 % favourable	difference from 2019
Wellbeing	1m	In general, my sense of wellbeing is...	51%	-18%
Employee engagement	7l	I feel a strong personal attachment to my organisation	47%	-18%
Communication and change management	7b	Change is managed well in my organisation	27%	-18%
Employee voice / Senior managers	6f	Senior managers listen to employees	26%	-18%
Employee engagement	7m	My organisation motivates me to help it achieve its goals	41%	-17%



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
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	<b>31%</b>	Improve
Learning and development	7e	My organisation is committed to developing its employees	<b>39%</b>	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	<b>36%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>34%</b>	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	<b>50%</b>	Improve
Recruitment	7f	I have confidence in the way recruitment decisions are made	<b>28%</b>	Improve

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## Results by topic

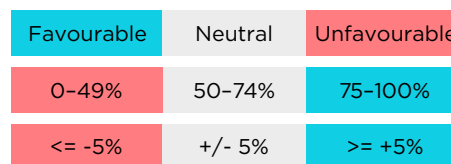
Discover more about your results

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 2019	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>57</b>	<b>-9</b>	<b>-10</b>	<b>-6</b>
7j	I would recommend my organisation as a great place to work	49	28 24	49%	-15%	-18%	-11%
7k	I am proud to tell others I work for my organisation	58	24 17	58%	-12%	-15%	-11%
7l	I feel a strong personal attachment to my organisation	47	32 21	47%	-18%	-18%	-13%
7m	My organisation motivates me to help it achieve its goals	41	34 25	41%	-17%	-19%	-11%
7n	My organisation inspires me to do the best in my job	46	31 22	46%	-13%	-14%	-8%

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

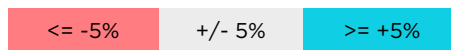


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Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

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

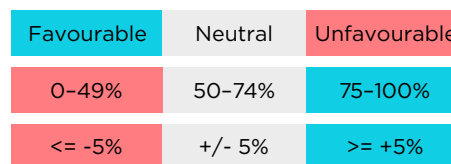
19n How long do you think you will continue to work in your current organisation?		2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Less than 1 year		15%	+7%	+8%	+7%
1 year to less than 2 years		14%	+1%	+4%	+4%
2 years to less than 5 years		21%	+2%	+1%	+1%
5 years to less than 10 years		21%	-6%	-4%	-4%
10 years to less than 20 years		19%	-5%	-4%	-4%
More than 20 years		10%	0%	-5%	-3%



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

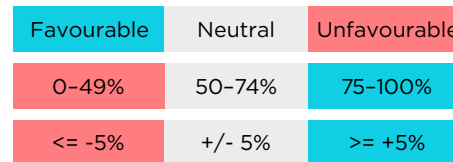
					2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>					<b>59%</b>	<b>-12%</b>	<b>-10%</b>	<b>-6%</b>
1g	My job gives me a feeling of personal accomplishment	70	16	14	70%	-9%	-6%	-3%
1h	I feel motivated to contribute more than what is normally required at work	61	19	20	61%	-12%	-10%	-5%
1i	I am satisfied with my job	61	21	19	61%	-13%	-10%	-6%
1n	I find my life at work fulfilling	46	37	17	46%	-16%	-14%	-9%



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

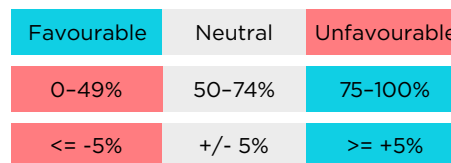
				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster	
<b>Wellbeing (total score)</b>				<b>59%</b>	<b>-7%</b>	<b>-10%</b>	<b>-8%</b>	
1j	I can keep my work stress at an acceptable level	50	22	28	50%	-14%	-11%	-9%
1m	In general, my sense of wellbeing is...	51	35	14	51%	-18%	-12%	-10%
8d	There are people at work who care about me	77	17		77%	-	-7%	-4%



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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>				<b>63%</b>	-	-10%	-6%
1k	I am empowered to make the decisions needed to help customers and/or communities	69	18 13	69%	-	-2%	-2%
2d	People in my workgroup can explain how their work impacts customers	74	20	74%	-	-7%	-4%
2e	My workgroup considers customer needs when planning our work	78	14 8	78%	-	-5%	-2%
6d	Senior managers communicate the importance of customers in our work	52	30 18	52%	-5%	-18%	-8%
7h	The processes in my organisation are designed to support the best experience for customers	50	32 18	50%	-	-10%	-8%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	52	29 19	52%	-	-18%	-12%



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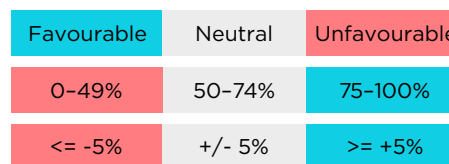
# Role clarity and support

## Purpose and direction

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

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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Role clarity and support (total score)</b>				<b>61%</b>	<b>-13%</b>	<b>-5%</b>	<b>-3%</b>
1a	I understand what is expected of me to do well in my job	81	10 9	<b>81%</b>	-12%	-4%	-5%
1b	I get the support I need to do my job well	51	20 28	51%	-16%	-14%	-8%
1c	I have the tools and technology to do my job well	68	16 16	68%	-	-3%	+1%
1d	I have the time to do my job well	52	19 29	52%	-	-4%	-2%
3e	My performance is assessed against clear criteria	55	28 17	55%	-11%	-2%	-1%
3f	I have received the training and development I need to do my job well	60	22 18	60%	-11%	-5%	-5%



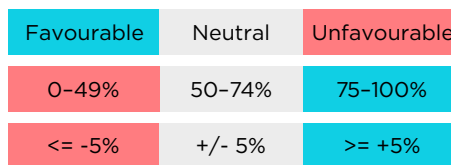
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# Job purpose and enrichment

## Purpose and direction

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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Job purpose and enrichment (total score)</b>				<b>67%</b>	-	-5%	0%
1e	My job gives me opportunities to use a variety of skills	77	13 10	77%	-	-4%	-1%
1f	I have a choice in deciding how I carry out day to day work tasks	73	17 10	73%	-	0%	+4%
3d	In the last 12 months, I have received feedback to help me improve my work	59	22 19	59%	-10%	-6%	-1%
5j	My manager communicates how my role contributes to my organisation's purpose	58	25 17	58%	-	-10%	-2%



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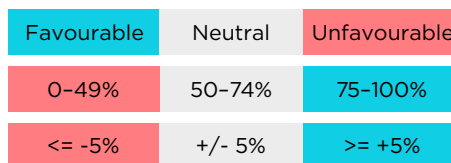


Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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.

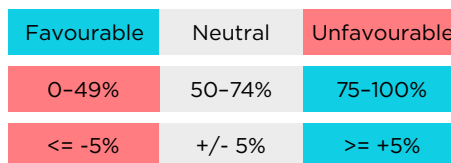
				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Risk and innovation (total score)</b>				<b>64%</b>	<b>-9%</b>	<b>-10%</b>	<b>-4%</b>
1l	I am comfortable notifying my manager if I become aware of any risks at work	81	8 11	<b>81%</b>	-7%	-6%	-3%
5a	My manager encourages people in my workgroup to keep improving the work they do	66	18 16	66%	-6%	-10%	-2%
5h	My manager encourages me to learn from my mistakes	65	24 11	65%	-	-8%	-2%
7a	My organisation is making improvements to meet future challenges	44	35 21	44%	-14%	-19%	-11%



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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Health and safety (total score)</b>				<b>56%</b>	-	-17%	-10%
7p	I am confident work health and safety issues I raise will be addressed promptly	62	21 17	62%	-	-14%	-7%
7q	There are effective resources in my organisation to support employee wellbeing	49	29 22	49%	-	-21%	-13%



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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster	
10	I have confidence in the ways my organisation handles grievances	31	36	33	31%	-14%	-15%	-8%

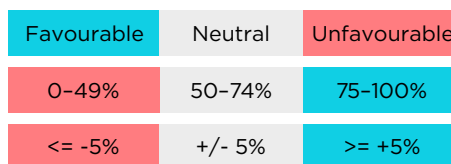
\*See p.35 for related results on negative workplace behaviours.

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

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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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>60%</b>	<b>-10%</b>	<b>-14%</b>	<b>-8%</b>
2c	People in my workgroup treat each other with respect	66	16 18	66%	-5%	-16%	-9%
6g	Senior managers support the career advancement of women	44	43 13	44%	-14%	-19%	-6%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	65	18 17	65%	-11%	-14%	-9%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	70	21 10	70%	-7%	-11%	-7%
8c	I can speak up and share a different view to others in my organisation	60	23 17	60%	-9%	-9%	-5%
8e	I feel that I belong in my organisation	56	26 18	56%	-	-14%	-9%



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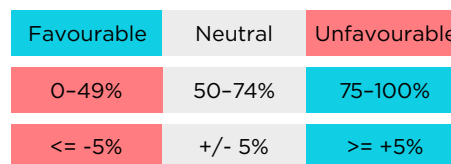
# Teamwork and collaboration

## 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.

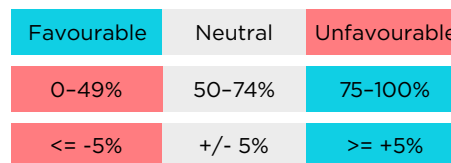
					2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Teamwork and collaboration (total score)</b>					<b>54%</b>	<b>-9%</b>	<b>-13%</b>	<b>-6%</b>
2a	My workgroup works collaboratively to achieve its goals	71	17	12	71%	-7%	-8%	-3%
2b	There is good team spirit in my workgroup	60	19	20	60%	-8%	-15%	-8%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	43	35	22	43%	-11%	-14%	-4%
7c	There is good co-operation between teams across my organisation	42	28	30	42%	-11%	-14%	-10%



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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.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Flexible working (total score)</b>				<b>55%</b>	<b>-11%</b>	<b>-12%</b>	<b>-1%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	50	32 18	50%	-15%	-15%	-3%
8h	My manager supports flexible working in my team	60	25 15	60%	-8%	-8%	+2%

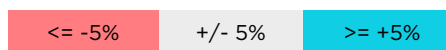


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# Use of flexible working

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

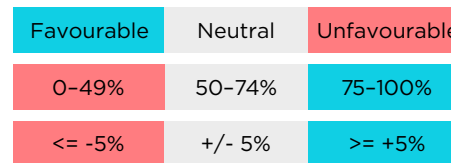
8f Type of flexible working	2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
Flexible start and finish times	30%	+5%	-14%	-3%
Working more hours over fewer days	6%	+1%	-4%	-2%
Working additional hours to make up for time off	13%	+3%	-3%	-2%
Flexible scheduling for rostered workers	9%	+5%	+2%	-1%
Part-time work	10%	0%	-1%	-6%
Job sharing	5%	+3%	+1%	+1%
Working from different locations	14%	+7%	-3%	0%
Working from home	21%	+16%	-38%	-9%
Purchasing annual leave	4%	+3%	+2%	+2%
Leave without pay	8%	+3%	+2%	+2%
Study leave	5%	-4%	+2%	-2%
Other	3%	-4%	0%	0%
None of the above	37%	-10%	+16%	+5%



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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster	
<b>Recruitment (total score)</b>				<b>32%</b>	-14%	-16%	-13%	
7f	I have confidence in the way recruitment decisions are made	28	31	40	28%	-14%	-13%	-11%
7g	My organisation generally selects capable people to do the job	36	33	30	36%	-15%	-19%	-15%

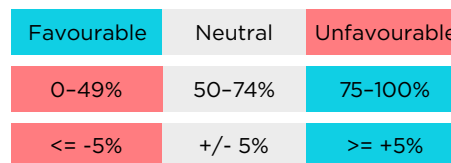


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Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>				<b>49%</b>	<b>-13%</b>	<b>-9%</b>	<b>-5%</b>
3f	I have received the training and development I need to do my job well	60	22 18	60%	-11%	-5%	-5%
3g	I am satisfied with the opportunities available for career development in my organisation	46	28 26	46%	-14%	-5%	-1%
7e	My organisation is committed to developing its employees	39	35 26	39%	-15%	-17%	-8%



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

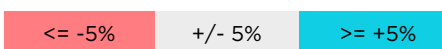
Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

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 2019	difference from Sector	difference from Cluster
Yes	38%	+6%	0%	-3%
No	62%	-6%	0%	+3%

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

Lack of visible opportunities		23%	+2%	-6%	-7%
Lack of promotion opportunities		20%	+1%	-7%	-8%
Lack of support from my manager / supervisor		16%	+4%	+5%	+2%
Geographic location considerations		33%	+5%	+9%	+9%
Personal / family considerations		29%	+2%	0%	-1%
Insufficient training and development		14%	0%	0%	-1%
Lack of required capabilities or experience		9%	0%	-3%	-3%
Lack of support for temporary assignments / secondments		19%	+9%	+5%	+3%
The application / recruitment process is too cumbersome or time consuming		11%	-1%	-11%	-7%
Other		12%	-2%	+2%	+2%
There are no major barriers to my career progression		27%	-7%	-2%	0%



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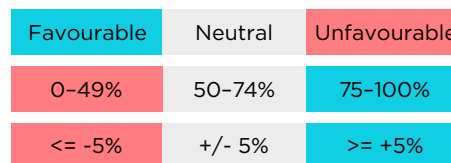
				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	59	15 27	59%	-3%	0%	+10%

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

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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Recognition (total score)</b>				<b>47%</b>	-	-15%	-7%
5g	My manager provides recognition for the work I do	60	22 19	60%	-9%	-13%	-5%
7o	I receive adequate recognition for my contributions from my organisation	34	34 32	34%	-	-18%	-10%

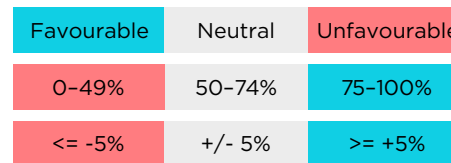


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Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>				<b>55%</b>	<b>-7%</b>	<b>-6%</b>	<b>-2%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	59	22 19	59%	-10%	-6%	-1%
3e	My performance is assessed against clear criteria	55	28 17	55%	-11%	-2%	-1%
5h	My manager encourages me to learn from my mistakes	65	24 11	65%	-	-8%	-2%
5i	My manager appropriately deals with employees who perform poorly	42	31 28	42%	-9%	-8%	-2%

				2021 % respondents	difference from 2019	difference from Sector	difference from Cluster
<b>Performance management process</b>				<b>73%</b>	<b>0%</b>	<b>-1%</b>	<b>-1%</b>
3a	I have a performance and development plan that sets out my individual goals			73%	0%	-1%	-1%
3b	I have informal feedback conversations with my manager			74%	-4%	-7%	-1%
3c	I have scheduled feedback conversations with my manager			57%	-6%	-8%	-3%

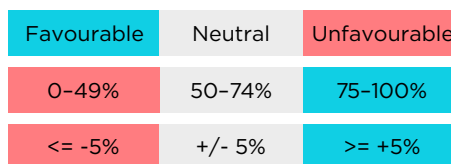


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Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

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

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster	
<b>Senior managers (total score)</b>				<b>39%</b>	-11%	-20%	-9%	
6a	Senior managers provide clear direction for the future of the organisation	36	36	28	36%	-11%	-19%	-9%
6b	Senior managers model the values of my organisation	35	33	32	35%	-13%	-24%	-12%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	43	35	22	43%	-11%	-14%	-4%
6d	Senior managers communicate the importance of customers in our work	52	30	18	52%	-5%	-18%	-8%
6e	Senior managers keep employees informed about what's going on	38	29	32	38%	-5%	-21%	-11%
6f	Senior managers listen to employees	26	37	38	26%	-18%	-24%	-13%
6g	Senior managers support the career advancement of women	44	43	13	44%	-14%	-19%	-6%



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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.

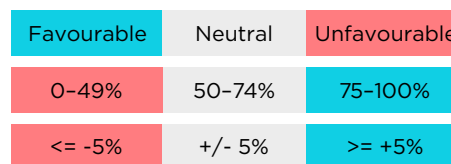
				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Decision making and accountability (total score)</b>				<b>46%</b>	-12%	-16%	-10%
5f	I have confidence in the decisions my manager makes	59	22 19	59%	-10%	-13%	-6%
7d	People in my organisation take responsibility for their own actions	31	34 35	31%	-16%	-19%	-14%

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

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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?

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Communication and change management (total score)</b>				<b>41%</b>	-11%	-17%	-9%
5c	My manager communicates effectively with me	63	19 18	63%	-10%	-12%	-5%
6a	Senior managers provide clear direction for the future of the organisation	36	36 28	36%	-11%	-19%	-9%
6e	Senior managers keep employees informed about what's going on	38	29 32	38%	-5%	-21%	-11%
7b	Change is managed well in my organisation	27	34 39	27%	-18%	-16%	-12%

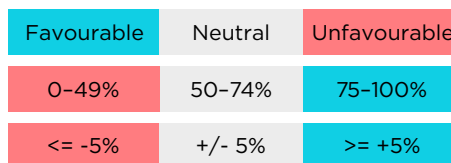


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Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

				2021 % favourable	difference from 2019	difference from Sector	difference from Cluster
<b>Employee voice (total score)</b>				<b>56%</b>	<b>-10%</b>	<b>-13%</b>	<b>-6%</b>
5b	My manager listens to what I have to say	66	18 16	66%	-10%	-13%	-6%
5d	My manager encourages and values employee input	65	18 17	65%	-7%	-11%	-3%
5e	My manager involves my workgroup in decisions about our work	63	20 17	63%	-7%	-9%	-1%
6f	Senior managers listen to employees	26	37 38	26%	-18%	-24%	-13%
8c	I can speak up and share a different view to others in my organisation	60	23 17	60%	-9%	-9%	-5%



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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 2019	difference from Sector	difference from Cluster	
9	I am confident my organisation will act on the results of this survey	29	33	38	29%	-15%	-18%	-10%

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

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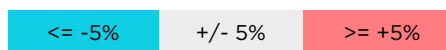
# Negative workplace behaviours

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 2019	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation		31%	-4%	+16%	+11%
witnessed bullying		43%	+9%	+21%	+12%
experienced bullying		29%	+11%	+15%	+10%
witnessed sexual harassment		3%	-	+1%	0%
experienced sexual harassment		9%	-	+4%	+2%
experienced threats or physical harm		16%	-	+8%	+4%
experienced discrimination		18%	-	+8%	+5%
experienced racism		13%	-	+9%	+7%

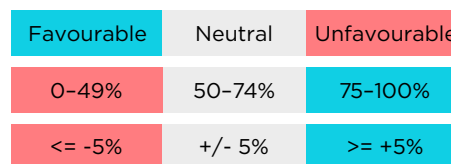
## Definitions

- **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



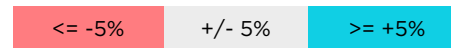
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				2021 % favourable	difference from 2019	difference from Cluster
I believe I am valued for what I can offer at my workplace	61	20	19	61%	-10%	-4%
In my workplace, we recognise our successes and innovations	58	27	15	58%	-12%	-3%
Overall, I have confidence in the decisions made by my senior managers	40	30	30	40%	-20%	-13%
I have a say in decisions which affect my work	52	25	23	52%	-5%	+1%
Where I work, we share the lessons learnt when mistakes are made	59	25	16	59%	-11%	-6%
My team's objectives/work plans are clearly outlined	61	25	14	61%	-5%	-5%
Our objectives/work plans help us to deliver a quality service	65	25	10	65%	-5%	-2%
Overall, I believe the culture at my workplace has improved in the last 12 months	34	36	30	34%	-12%	-7%



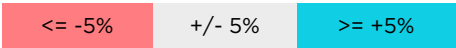
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How often do you feel culturally safe in the workplace?		2021 % respondents	difference from 2019	difference from Cluster
Always		37%	-31%	-9%
Often		37%	+16%	+4%
About half the time		17%	+9%	+5%
Seldom		r	-	-
Never		r	-	-



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Which of the following best describes your current role?	2021 % respondents	difference from 2019	difference from Cluster
Medical	r	-	-
Nursing and Midwifery	44%	+2%	+14%
Clinical Support Workers	4%	+1%	0%
Corporate Support	7%	-10%	-2%
Allied Health	10%	+2%	-4%
Other Health Professionals	5%	0%	+2%
Scientific and Technical	r	-	-
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	8%	+7%	0%
Patient Support Services	5%	-2%	0%
Maintenance and Trades	r	-	-
Other	13%	0%	+1%



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## 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	13	Yes	6	Service delivery involving direct contact with the public	62
Female	76	No	89	Other service delivery work	7
Non-binary	r	Prefer not to say	5	Administrative support	12
Prefer not to say	11			Corporate services	5
<b>Age</b>		<b>Employment status</b>		Policy	r
15-34 years	28	Senior executive	3	Research	r
35-54 years	34	Ongoing / permanent	75	Program and project management support	r
55+ years	22	Temporary	6	Legal	r
Prefer not to say	16	Casual	3	Other	11
		Contract-non-executive	6		
		Labour hire	r	<b>Organisation tenure</b>	
		Other	r	Less than 1 year	18
		Don't know	4	1 year to less than 2 years	8
<b>LOTE spoken at home</b>		<b>Working arrangement</b>		2 years to less than 5 years	21
Yes	11	Full-time	79	5 years to less than 10 years	20
No	86	Part-time	21	10 years to less than 20 years	18
Prefer not to say	3			More than 20 years	15
<b>Aboriginal and/or Torres Strait Islander</b>				<b>Salary</b>	
Yes	7			\$85,743 and below	47
No	86			\$85,744 - \$111,076	23
Prefer not to say	7			\$111,077 - \$148,577	13
				\$148,578 and above	r
				Prefer not to say	16
<b>Disability</b>					
Yes	8				
No	88				
Prefer not to say	5				


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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	Bairnald	Broken Hill Health Service	Dareton	Local Health District Services - CHC, Elleoura Lodge, MERIT, BH Staff Quarters	Wentworth	Wilcannia
Employee engagement	57	65	53	60	56	67	57
Wellbeing	59%	64%	56%	53%	61%	74%	45%
Role clarity and support	61%	62%	60%	59%	57%	76%	44%
Inclusion and diversity	60%	58%	59%	62%	56%	74%	62%
Teamwork and collaboration	54%	48%	53%	59%	50%	68%	42%
Learning and development	49%	51%	46%	50%	39%	62%	52%
Senior managers	39%	40%	35%	39%	37%	62%	38%
Communication and change management	41%	41%	38%	41%	32%	66%	41%
Employee voice	56%	57%	55%	53%	50%	66%	49%


 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	57	54	59	r	70	50	56	54	59	57	62
Wellbeing	59%	56%	62%	r	70%	44%	59%	49%	65%	59%	67%
Role clarity and support	61%	55%	66%	r	72%	53%	70%	56%	66%	64%	66%
Inclusion and diversity	60%	60%	63%	r	66%	47%	65%	49%	67%	60%	65%
Teamwork and collaboration	54%	49%	57%	r	60%	41%	50%	49%	59%	53%	59%
Learning and development	49%	36%	54%	r	66%	44%	65%	42%	55%	51%	53%
Senior managers	39%	30%	42%	r	41%	44%	46%	33%	43%	38%	43%
Communication and change management	41%	30%	45%	r	60%	41%	53%	42%	46%	39%	49%
Employee voice	56%	55%	59%	r	70%	52%	63%	48%	66%	56%	61%

 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 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	57	59	59	47	r	r	r	r	r	57
Wellbeing	59%	60%	54%	59%	r	r	r	r	r	62%
Role clarity and support	61%	64%	64%	59%	r	r	r	r	r	61%
Inclusion and diversity	60%	63%	57%	50%	r	r	r	r	r	57%
Teamwork and collaboration	54%	58%	48%	47%	r	r	r	r	r	47%
Learning and development	49%	52%	56%	36%	r	r	r	r	r	45%
Senior managers	39%	43%	32%	25%	r	r	r	r	r	33%
Communication and change management	41%	45%	40%	35%	r	r	r	r	r	37%
Employee voice	56%	59%	48%	56%	r	r	r	r	r	54%

 At least 5 percentage points lower than report unit


 Within 5 percentage points of the report unit


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# 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	57	57	59	56	55	62	58
Wellbeing	59%	60%	62%	54%	60%	63%	62%
Role clarity and support	61%	55%	68%	58%	64%	63%	67%
Inclusion and diversity	60%	67%	61%	57%	57%	63%	58%
Teamwork and collaboration	54%	57%	57%	54%	51%	56%	53%
Learning and development	49%	51%	55%	43%	48%	52%	46%
Senior managers	39%	48%	48%	34%	37%	40%	30%
Communication and change management	41%	53%	50%	35%	37%	38%	41%
Employee voice	56%	63%	58%	54%	55%	53%	55%

 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	57	r	r	r	r	r	r	55	r
Wellbeing	59%	r	r	r	r	r	r	60%	r
Role clarity and support	61%	r	r	r	r	r	r	61%	r
Inclusion and diversity	60%	r	r	r	r	r	r	59%	r
Teamwork and collaboration	54%	r	r	r	r	r	r	53%	r
Learning and development	49%	r	r	r	r	r	r	47%	r
Senior managers	39%	r	r	r	r	r	r	36%	r
Communication and change management	41%	r	r	r	r	r	r	38%	r
Employee voice	56%	r	r	r	r	r	r	56%	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	57	r	r	r	r	r	r	r	r	r
Wellbeing	59%	r	r	r	r	r	r	r	r	r
Role clarity and support	61%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	60%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	54%	r	r	r	r	r	r	r	r	r
Learning and development	49%	r	r	r	r	r	r	r	r	r
Senior managers	39%	r	r	r	r	r	r	r	r	r
Communication and change management	41%	r	r	r	r	r	r	r	r	r
Employee voice	56%	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

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## **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.



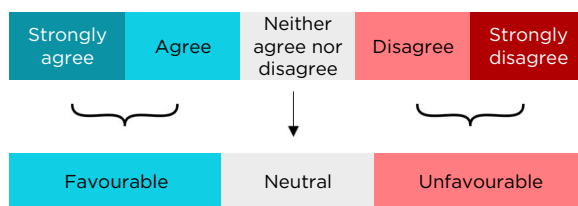


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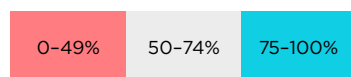
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

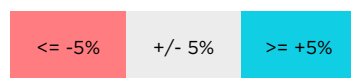


% favourable scores are colour coded based on these ranges:



## 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.

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.

 <b>CELEBRATE</b>	 <b>INVESTIGATE FURTHER WITH OUR TEAMS</b>	 <b>OPPORTUNITIES</b>
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p style="color: #e91e63; font-size: small;">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 style="color: #e91e63; font-size: small;">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 style="color: #e91e63; font-size: small;">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.				