Public Service Commission

Our organisations

How we experience our organisations' practices.

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Our organisations exist to deliver high-quality services to the people of NSW. To do this, they need to attract and recruit top talent and ensure that organisational structures are effectively designed to achieve stated strategies and missions.

Mission, vision and strategy

Employees in the public sector should understand how their role fits into their organisation's overall mission, vision and strategy. Understanding their role in the context of the wider organisation will enable every employee to understand how their individual contribution adds value in the overall mission of delivering for our customers. This, in turn, will increase employee engagement.

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My manager communicates how my role contributes to my organisation's purpose
67.8% in 2021

Source: People Matter Employee Survey (PMES) (2021)

Governance, risk and innovation

To ensure we deliver the highest quality services, our approach to governance, risk and innovation is critical.

- Governance revolves around the rules, processes and systems by which an organisation is controlled and operates. It includes decision-making processes and how the organisation and its employees are held accountable. Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions, and can add meaning to work and foster engagement.
- Risk refers to the effect of uncertainty in achieving work goals. Risk can also be an opportunity.
- Innovation in the public sector context means creating new and better products, processes, services and technologies to improve outcomes for the people of NSW. A healthy risk appetite can help promote innovation.

Employee perceptions of decision-making and accountability

Question	2021 (% favourable)	Change from 2020 (pp)
I have confidence in the decisions my manager makes	72.6	0.2
People in my organisation take responsibility for their own actions	49.8	2.1

Source: PMES (2020, 2021)

Employee confidence in the way their organisation handles grievances: 46.1%

up from **44.8%** in 2020

Employee perceptions of risk and innovation: 74.8%

favourable overall

up from **74.6%** in 2020

Source: PMES (2020, 2021)

Employee perceptions of risk and innovation

Question	2021 (% favourable)	Change from 2020 (pp)
I am comfortable notifying my manager if I become aware of any risks at work	87.3	-0.9
My manager encourages people in my workgroup to keep improving the work they do	75.9	0.6
My manager encourages me to learn from my mistakes	72.7	0.4
My organisation is making improvements to meet future challenges	62.3	0.2

Source: PMES (2020, 2021)

Case study: Infrastructure traineeship program boosts job opportunities for NSW youth

School Infrastructure NSW introduced a two-year paid traineeship program for NSW school leavers. Find out how the agency collaborated across government to produce a unique program giving trainees valuable exposure to the public infrastructure industry.

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Organisation and role design

Organisational and role design refers to defining the organisational structures, employee roles and workforce plans to support the business to deliver results. These are critical to ensuring an agency has the workforce capability and structure to effectively deliver services to customers.

Employee perceptions of job purpose and enrichment

71.8% favourable overall

Employee perceptions of job purpose and enrichment

Question	2021 (% favourable)
In the last 12 months, I have received feedback to help me improve my work	64.8
My job gives me opportunities to use a variety of skills	81.0
I have a choice in deciding how I carry out day-to-day work tasks	73.3
My manager communicates how my role contributes to my organisation's purpose	67.8

Source: PMES (2020, 2021)

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Employee perceptions of role clarity and support

66.7% favourable overall

up from 65.7% in 2020

Employee perceptions of role clarity and support

Question	2021 (% favourable)	Change from 2020 (pp)
I understand what is expected of me to do well in my job	85.3	0.9
I get the support I need to do my job well	65.9	1.1
I have the tools and technology to do my job well	71.0	-0.4
I have the time to do my job well	56.0	-0.9
My performance is assessed against clear criteria	57.3	2.0
I have received the training and development I need to do my job well	64.8	3.1

Source: PMES (2020, 2021)

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Employee perceptions of being paid fairly for the work they do

58.8%

down from 62.6% in 2020

Recruitment

Recruitment refers to the process of attracting, screening and onboarding people. It is an important, high-volume activity for the sector, which is the largest employer in Australia. In 2021, over half a million applications were submitted through the *I work for NSW* recruitment system.

Growing the sector's capabilities means recruiting the right people. Although employee perceptions of recruitment remain poor, they have improved this year. Time to hire has also decreased each year since 2017 and is now at a record low of 38.6 days.

517,929 job applications

completed via *I work for NSW* in 2021

Source: Recruitment data collection (2021)

Note: The 2021 recruitment data now includes data from Cornerstone for 2019 to 2021, and from SuccessFactors and PageUp for the 2020–21 financial year, for selected agencies, with slight adjustments to time-to-hire methodology.

Source: Recruitment data collection (2017–21)

Employee perceptions of recruitment

Question	2021 (% favourable)	Change from 2020 (pp)
I have confidence in the way recruitment decisions are made	41.5	3.3
My organisation generally selects capable people to do the job	54.9	2.6

Source: PMES (2020, 2021)

> **Case study: Department of Customer Service uses 'recruitment accelerator' to deliver world-class recruitment journey for candidates and hiring managers**
>
> NSW Department of Customer Service (DCS) wanted to improve the hiring process for its staff and applicants. Find out how it used human-centred design to create its 'recruitment accelerator' – a one-stop shop for fulfilling all its recruitment needs.
>
> **Read more** →

Mobility

Exploring newopportunities is an exciting part of the *I work for NSW* employee value proposition. A mobile workforce makes it easier to redeploy resources to match priorities and respondeffectively to change and emerging trends. It is a powerful way to get the right person into the right job quickly andinfuse innovative ideas and practices into a workplace. Employee mobility is also widely regarded as oneof the best ways to develop leadership capability, provide enriching careers, and build and retaincapability and 'know-how'.

Employees who moved to another agency: 1.8%

up from **1.6%** in 2020

Employees considering another role within the sector: 38.0%

down from **40.3%** in 2020

Employee perceptions of the barriers to moving to another role

Question	2021 (%)	2020 (%)
Personal/family considerations	28.9	29.6
Lack of visible opportunities	28.6	32.2
Lack of promotion opportunities	27.4	30.9
Geographic location considerations	23.8	27.2

Question	2021 (%)	2020 (%)
The application/recruitment process is too cumbersome or time consuming	21.4	23.7
Insufficient training and development	14.3	15.9
Lack of support for temporary assignments/secondments	13.7	15.9
Lack of required capabilities or experience	11.9	12.7
Lack of support from my manager/supervisor	11.0	11.9
Other	9.8	9.8
There are no major barriers to my career progression	28.8	25.7

Source: PMES (2020, 2021)

Case study: Multicultural NSW supports the community during NSW's pandemic lockdowns

Multicultural NSW has traditionally focused on supporting the multicultural community of NSW through community engagement and the provision of interpreting and translation services. These services were vital during the first COVID-19 outbreak in March 2020, and again in the face of the Delta outbreak and lockdown this year.

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Digital and customer service

Customer satisfaction is a key measure of the performance of the NSW public sector. The multiple and varied parts of the sector share a common goal – delivering services that make NSW a great place to live, work, visit and invest in. We want our services to be easy to use, high quality and accessible to all.

The Customer Experience Unit in the Department of Customer Service developed the Customer Satisfaction Measurement Survey (CSMS) in 2013. A key survey output is the Customer Satisfaction Index. The index assesses:

- how satisfied customers are with a government service
- how close their experience is to their expectations of that service
- how close their experience is to an ideal service.

It is scored out of 100. A higher score means that customers are more satisfied overall. Scores can be averaged across services to produce a score for the whole sector.

The Department of Customer Service is redesigning the CSMS in 2021. The data from the redesigned CSMS is not yet available and will not be comparable to previous years' data. As such, we have used the latest results, from 2020, to highlight the sector's increasing ability to meet customer needs.

Source: CSMS (2016–20)

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Employee perceptions of customer service

72.9% favourable overall

Question	2021 (% favourable)	Change from 2020 (pp)
I am empowered to make the decisions needed to help customers and/or communities	70.7	-
Senior managers communicate the importance of customers in our work	70.2	-0.1
The processes in my organisation are designed to support the best experience for customers	60.7	3.0
My workgroup considers customer needs when planning our work	83.3	-

Question	2021 (% favourable)	Change from 2020 (pp)
My organisation meets the needs of the communities, people, and businesses of NSW	69.9	1.1
People in my workgroup can explain how our work impacts customers	81.4	-

Source: PMES (2020, 2021)

Case study: NSW Health's mass vaccination centre increases capacity to vaccinate our employees and the people of NSW

NSW Health had an extraordinary year of responding to the COVID-19 pandemic. Hope arrived with an exciting milestone that protects the sector's frontline workers and the wider community: vaccines. Find out more about the rollout of the NSW Health vaccination program.

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Collaboration

The 14 Premier's Priorities cannot be achieved by a single agency operating in isolation. Delivering forthe 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 our customers. Across the sector, employee perceptions of teamwork and collaboration within and across organisations have improved slightly since 2020. This is encouraging, especially in a sector that has had to adapt to the challenges of hybrid and flexible ways of working.

Employee perceptions of teamwork and collaboration: 67.3%

favourable overall

up from **66.0%** in 2020

Question	2021 (% favourable)	Change from 2020 (pp)
My workgroup works collaboratively to achieve its goals	79.2	0.8
There is good team spirit in my workgroup	75.6	1.5
There is good co-operation between teams across my organisation	56.7	2.3
Senior managers promote collaboration between my organisation and other organisations we work with	56.5	0.5

Source: PMES (2020, 2021)

Case study: Emergency Services Portfolio Project Team provides rapid support during emergencies

The people of NSW have experienced a range of life-disrupting emergencies over the past two years, from bushfires and floods to a global pandemic. Find out how Service NSW supported the creation of several specific project teams to deliver services quickly to the people most affected.

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