State of the NSW Public Sector Report
2022

NSW GOVERNMENT

Public Service Commission

Publication and contact details

State of the NSW Public Sector Report 2022

We respectfully acknowledge the traditional custodians of Country across NSW. We acknowledge the spiritual connections and relationships that traditional custodians have continued to maintain and strengthen since time began, which will continue well into the future.

We pay our respects to Elders past, present and emerging. We recognise their cultural knowledge and wisdom has been passed down through generations and will remain present through stories and song-lines for generations to come.

We extend this respect, acknowledgement and appreciation to Aboriginal and Torres Strait Islander staff members who helped develop this report and who contribute across the public sector. We recognise their skills and experiences as foundational assets to support the people of NSW.

We advise this resource may contain images, voices or names of deceased persons in photographs, film, audio recordings or historical content.

Table of contents

About this report

The State of the NSW Public Sector Report is the Public Service Commissioner's independent assessment of the performance of the NSW public sector. It discusses the sector's achievements and priorities, as well as the challenges it faces in delivering positive and enduring outcomes for the people of NSW.

How to read the data discussed in this report

This report draws on evidence from a range of sources, including the NSW Public Service Commission's (PSC's) *People Matter Employee Survey* (People Matter survey) and *Workforce Profile*, and the Department of Customer Service's *State of the Customer* report. The following points will help you get the best understanding of the information in this report.

- The acronym 'pp' stands for 'percentage points'.
- All diversity statistics are based on self-disclosed information.
- Representation of cultural background, non-binary representation, LGBTIQ+ representation, and representation of people who provide care for someone outside work is based on results from the People Matter survey.
- We use the term 'people from culturally and linguistically diverse backgrounds' in this report which represents People Matter survey respondents who selected at least one non-English speaking cultural background.

People Matter Employee Survey

The People Matter survey asks NSW public sector employees about their experiences at work; with their teams, managers and leaders; and in their organisations more broadly. The 2022 survey was open from 22 August to 16 September. Around 205,000 employees across the sector responded to this year's People Matter survey, a 49% response rate.

Most of the survey results are presented as 'per cent favourable', which combines the number of 'agree' and 'strongly agree' responses to a question or set of questions. In this report, some questions have been grouped for theoretical or practical reasons. Responses that are considered 'favourable overall' are reported as a percentage for these questions. These scores provide an overview of workplace practices that affect employee experience, and they are each assessed through multiple questions in the People Matter survey.
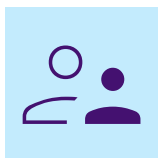
State of the Customer

The Department of Customer Service's *State of the Customer* report details the NSW Government's work to fulfil its goal to deliver easy, effective and trustworthy government services. The 2022 report was published on the NSW Government's website on 7 October. It notes what government services are working well and where there are areas for improvement, as identified by customers.

The report includes feedback captured through the NSW Government's *Customer Experience Survey*. The survey is how the government measures whether its services are easy to use, effective and trustworthy. The survey provides insights into the experience of over 30,000 individuals and businesses annually, covering 550 different transactions across 37 government services.

The *State of the Customer* report replaces the *Customer Satisfaction Measurement Survey*, which concluded in 2020.

Workforce Profile

The *Workforce Profile* is an annual and comprehensive report of the demographic characteristics and employment arrangements of all public sector employees. The PSC and all public sector agencies jointly collect and contribute to this report. The census date is the last payday of the financial year, and the census period is the two weeks leading up to and including the census date. The data in this report are for the census date, unless otherwise specified. For 2022, the census date was 23 June.
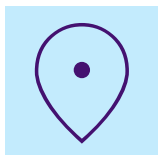
Geography

Throughout this report, 'metropolitan' refers to the Greater Sydney metropolitan area and the Newcastle and Wollongong local government areas (LGAs). 'Regional' refers to the remainder of NSW.

The maps showing the geographic distribution of NSW public sector employees using the Australian Bureau of Statistics' (ABS's) Australian Statistical Geography Standard (ASGS) Statistical Area Level 4 (SA4) classification. SA4s are the largest sub-state regions in the Main Structure of the ASGS and are designed for the output of a variety of regional data. They represent labour markets. The SA4s that make up the Greater Sydney metropolitan area have been amalgamated into Sydney East and Sydney West for ease of reporting.

Areas of government covered in this report

This report discusses the performance of the Public Service, government sector and public sector, each of which have a specific definition.

- The Public Service includes those employed under Part 4 of the *Government Sector Employment Act 2013* (NSW) (GSE Act) in the service of the Crown.

- The government sector, as defined by the GSE Act, includes the Public Service, the Teaching Service, the NSW Health Service, the Transport Service of New South Wales, the NSW Police Force and other Crown services such as the TAFE Commission.

- The public sector incorporates the government sector and other government agencies, including the Independent Commission Against Corruption, the Audit Office of New South Wales, the Parliament of NSW, the Judicial Commission of New South Wales, and State owned corporations such as water and energy companies.

The data in this report relate to the public sector, unless otherwise specified.

Acknowledgements

The Commissioner would like to acknowledge the assistance of:

- PSC staff members who developed this report – Chris Lamb, Sam Nielsen, Emilie Priday, Donna Fox, Monica Rose, Rashi Lekhwar, Sherry Ann Toomey, Helen Reynolds, Angela Koshy, Fiona Winfield, Ying Ying Chen, Krishna Kasturi, Alpna Malik, Ladislas Bizimana, Ailene Del Mundo and Andrew Novak

- the PSC Advisory Board – Sandra McPhee AM (Chair), Susan Lloyd-Hurwitz, Jordan O'Reilly, Geoff Stalley, Michael Coutts-Trotter and Paul Grimes PSM

- the Customer Insights team at the Department of Customer Service for its work on the *State of the Customer* report and *Customer Experience Survey*

- NSW public sector agencies for supporting the People Matter survey and *Workforce Profile* collections, and for sharing their stories as case studies

- Editor Group and Metro Graphics for their expertise in editing and designing, respectively, this report.

Foreword

I'm pleased to share the *2022 State of the NSW Public Sector Report* with you. It is my third independent assessment of the performance of the NSW public sector as NSW Public Service Commissioner.

I am proud of the sector's continued dedication to their work and to the people of NSW. We have once again played an important role in helping citizens recover from emergencies and the COVID-19 pandemic. This year's *State of the Customer* report for NSW confirmed that we are successfully delivering services to the people of NSW, with 75% of customers saying they are satisfied with their experience of government services.[1]

However, the emergencies that previously only happened once in a generation have repeatedly tested the public sector over the past few years. I am mindful of the impact of these challenges on our people. We don't know what lies ahead, but we do know that a dynamic, sustainable workforce is critical for our continued success.[2]

The sector has the opportunity to sharpen its focus on the sustainability of our workforce. A sustainable workforce is one in which individual wellbeing is supported. It has sufficient resources and talent mobility to meet changing work demands. By building on our strong foundations to deliver agile services, we can respond to community needs now and in the future. In turn, this will support workforce adaptability and increase job satisfaction, wellbeing and engagement.

A more inclusive and diverse workforce is a more sustainable workforce

Creating a NSW public sector that is diverse and inclusive, and cultivates a sense of belonging will help us to reflect the communities we serve and the outcomes we strive towards. We continue to make progress on Premier's Priority diversity targets for a world class public service.

There are 154 Aboriginal and Torres Strait Islander people in senior leadership roles, well exceeding our target of 114 by 2025. The recently refreshed Aboriginal Employment Strategy 2019–2025 will help the sector to build on this success.

This year, 44% of the sector's senior leaders are women, with a strong pipeline of emerging talent. I note that the Secretaries Board comprises 12 members, 7 of whom were women as of October 2022. The Women's Economic Opportunity Review also developed initiatives that increase women's workforce participation, including enhanced gender-neutral paid parental leave for public sector employees. The enhancement means more public sector employees are eligible for paid parental leave, regardless of gender, and it encourages more equal sharing of parental responsibilities. Public sector employees will also now have access to five days' fertility leave, recognising the time demands of reproductive treatments. Further, the NSW Government is doubling family and domestic violence leave provisions for all NSW public sector employees, with staff able to access 20 days of paid leave per calendar year from 1 January 2023. These initiatives will promote the NSW public sector as an employer of choice.

---

[1] NSW Government, 2022
[2] Accenture, 2020

The number of people in our human resources systems who identify as having a disability remained at 2.5%. Among People Matter survey respondents, 5.5% identified as having a disability. A recent sector-wide review made 8 recommendations to accelerate progress towards disability employment targets. These include a sector-wide digital workplace adjustment passport, the use of a consistent social definition of disability, and a disability eLearning course for people managers. All clusters are leading specific actions to ensure a sector-wide effort on this priority.

The PSC is also leading a program to increase culturally and linguistically diverse senior leadership representation and promote cultural safety. Consultation with employees from culturally and linguistically diverse backgrounds has identified attitudes that contribute to a range of barriers, and provided the basis for co-designing solutions including mentorships, networking and leadership awareness training.

The sector continues to support LGBTIQ+ employees through local employee networks and the sector-wide Pride in NSW network. The Sydney WorldPride 2023 event will also be an opportunity to showcase the NSW public sector as an inclusive workplace.

Flexible workplace practices are key to supporting long-term sustainability

Providing flexible working arrangements helps support the long-term sustainability and diversity of our workforce. Within the public sector workforce, 62.8% of employees are regularly accessing flexible working arrangements, which has helped to support hybrid working. This shift to greater flexibility can support our employees' wellbeing and our service delivery needs at the individual, team and organisational levels. Offering flexible working arrangements increases workforce diversity, equity and inclusion by enabling a broader group of people to work in the public sector. It also enables us to attract and retain employees to the public sector in a competitive labour market.

This year's People Matter survey results shows that satisfaction with flexible working arrangements slightly declined. As numerous workplaces transition to a truly hybrid model, it is crucial that we get the balance right to maintain our culture, engagement and innovation.

Positive workplace environments support the sustainability of our people

This year's response rate to the People Matter survey was 49% – an increase of 5 percentage points since 2021. This indicates that employees are increasingly comfortable with telling us about their workplace experiences. The 3 highest scoring topics were risk and innovation (72.7%), job purpose and enrichment (70.5%), and customer service (69.8%).

This year's People Matter survey reports a decline in the employee engagement score, from 67.2 to 64.2, and in wellbeing, from 62.4% to 58.4%. While understanding and addressing these declines is a priority, there is a global trend of stagnating employee engagement and wellbeing following the COVID-19 pandemic.[3] This may reflect the toll that both the pandemic and rapid change has taken on workers. Sector senior leaders will collaborate with employees to design practical People Matter survey action plans to lift employee engagement and improve areas of concern. The three key areas for the sector to focus on to lift employee engagement include learning and development, recognition, and risk and innovation.

---

[3] Gallup, 2022

For the first time in the People Matter survey, we asked public sector employees if they were experiencing burnout. Understanding where there is a risk of burning out will help us identify ways to improve wellbeing and build sustainability into our strategic workforce planning.

Employee wellbeing is influenced by workplace culture and behaviours. This year's results show that the levels of negative workplace behaviours that employees experienced have remained largely unchanged since 2021. More work is needed to improve these results.

Any amount of bullying, discrimination, racism or sexual harassment is unacceptable, and we must continue to work to reduce them. While many agencies have seen some success in addressing bullying, there are opportunities to improve efforts to prevent and respond to sexual harassment. The PSC is developing a sector-wide model Sexual Harassment Policy, and this will be supported by education tools to increase awareness and bystander action. The PSC is also undertaking work on anti-racism to address the prevalence of racism in the sector (4.7%).

Recruitment and talent mobility are important parts of any sustainable organisation

A truly sustainable workforce needs to access new talent to grow. This is a significant challenge in the current labour market. Like most industries, the NSW public sector must think differently about recruitment and talent acquisition in the face of skills shortages. What prospective employees value has changed. They are interested in quality physical and digital workspaces that offer flexible work, and employers that are genuinely committed to diversity and inclusion, and that prioritise wellbeing.[4]

One growing source of high-quality talent for our sector is the NSW Government Graduate Program, which is a key enabler for attracting and retaining diverse talent. We placed 185 graduates in 2022, and in 2023 the program is planning to place 323 graduates – the largest intake ever. The program continues to raise the NSW Government's profile in the market, with the program placed second on the *Australian Financial Review's* Top 100 Graduate Employer's 2022 list. The program was also awarded the Most Popular Government and Defence Employer in the country in the GradConnection Top100 Graduate Employers and Future Leaders Competition for the fifth year running. I am excited to see this program continue to expand and to be a reliable source of talent for our sector in the long term.

The PSC is currently undertaking work to refresh the NSW Government's employee value proposition. In the context of a tight labour market, it's more important than ever to work together as a sector to not only attract and retain high-performing talent but also leverage existing talent through mobility and development opportunities such as the NSW Public Service talent pools.

Providing purpose-driven work is key to attracting high-quality talent. Our employees continue to report having a strong sense of purpose and enrichment from their work. This is something we can all be proud of. I look forward to seeing what our sector can continue to deliver into the future.

Kathrina Lo
NSW Public Service Commissioner
December 2022

---

4 QualtricsXM, 2022

NSW Public Service Commission **State of the NSW Public Sector Report 2022**

Our KPIs

This year's *State of the NSW Public Sector Report* details key performance indicators (KPIs) that show how the sector is performing overall. A workforce that is engaged, reflects the diversity of its community and has strong levels of wellbeing is best placed to provide world class outcomes for the people of NSW.

These KPIs relate to our goals of being a world class public service (which encompasses productivity, employee engagement and workplace inclusion and diversity) with high levels of employee wellbeing and customer satisfaction.

World class public service

The NSW Premier's Priority for attaining a world class public service by 2025 has two pillars:

- implement best practice productivity and digital capability into the NSW public sector
- drive public sector diversity, and diversity of leadership.

By measuring productivity, employee engagement, and workplace inclusion and diversity we can track our significant but ongoing progress towards this ambition.

Productivity

Productivity is fundamental to every organisation but can sometimes be difficult to measure in the public sector. Nevertheless, the sector has committed to reporting on 24 major productivity-related outcomes, with one additional outcome included in 2022. A summary of the sector's progress towards these outcomes is shown below.
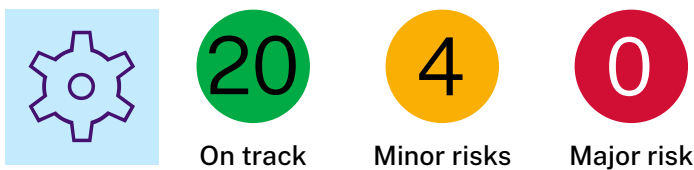
20 On track

4 Minor risks

0 Major risk

Employee engagement

Employee engagement is about a person's connection to their organisation, and is a global measure of employee experience. Employee engagement can also be used as a proxy for productivity.

64.2
67.2 in 2021
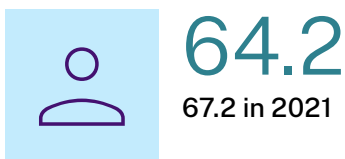
Source: People Matter Employee Survey (2021, 2022)

Valuing workplace inclusion and diversity

Having a diverse leadership cohort is the first step to driving public sector inclusion and diversity. A diverse workforce gives the sector a deeper understanding of the communities we serve and enables us to deliver better outcomes.

Women in senior leadership
2025 target
50%
44% in 2022   42.7% in 2021

Aboriginal and Torres Strait Islander people in senior leadership
2025 target
114
154 in 2022   130 in 2021

Employees with disability
2025 target
5.6%
2.5% in 2022   2.5% in 2021
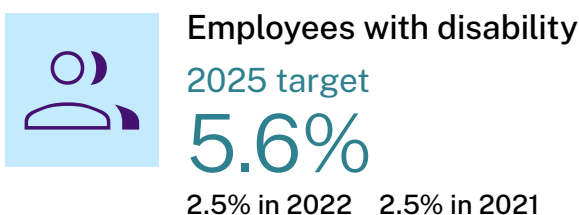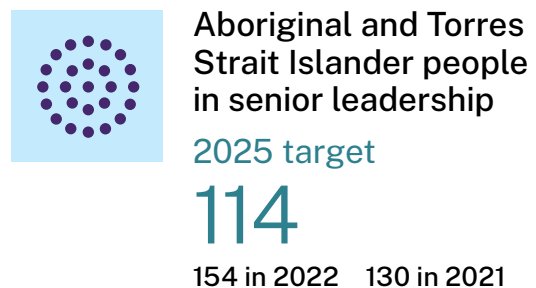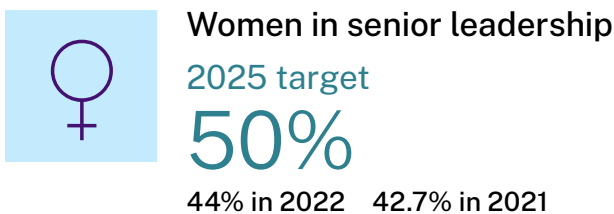
Source: Workforce Profile (2021, 2022)

Wellbeing

Wellbeing means feeling good, functioning well and experiencing satisfaction and fulfilment in work and life. Wellbeing and performance are interdependent. When people feel well, they perform better. Understanding and investing in wellbeing and performance simultaneously ensures people can be at their best in life and work, and aligns individual goals with business outcomes.
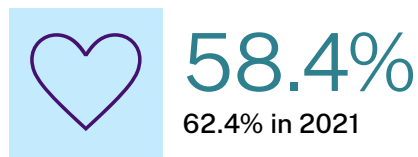
58.4%
62.4% in 2021

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

Customer perceptions of NSW Government services

Customers interact with government services daily and expect continuous improvement from those services. The annual *State of the Customer* report shows what the NSW Government is doing to achieve its goal of delivering easy, effective and trustworthy services. The scores below indicate the ease, satisfaction and trust that customers have in NSW Government services.

77%
of customers find it **easy** to interact with NSW Government services

75%
of customers are **satisfied** with their experience with NSW Government services

73%
of customers **trust** NSW Government services are working in their best interests

Source: State of the Customer report (2022)

Our structure
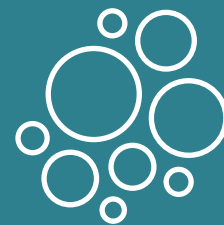
Over 400,000 employees work in the NSW public sector to deliver a wide range of services to the people of NSW. The sector is divided into 10 operational clusters that coordinate, develop and provide related services and policy. Each cluster oversees the delivery of government services across NSW.

Headcount and full-time equivalent employees

433,890
ongoing, temporary and casual employees

Source: Workforce Profile (2022)
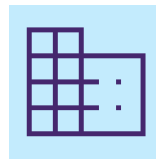
equating to
363,617
full-time equivalent employees

Source: Workforce Profile (2022), census period

The number of full-time equivalent (FTE) employees in the sector increased by 3,427 (or 1.0%) from 2021 to 2022, to support service delivery across the state.

Full-time equivalent employees over time, 2013–22
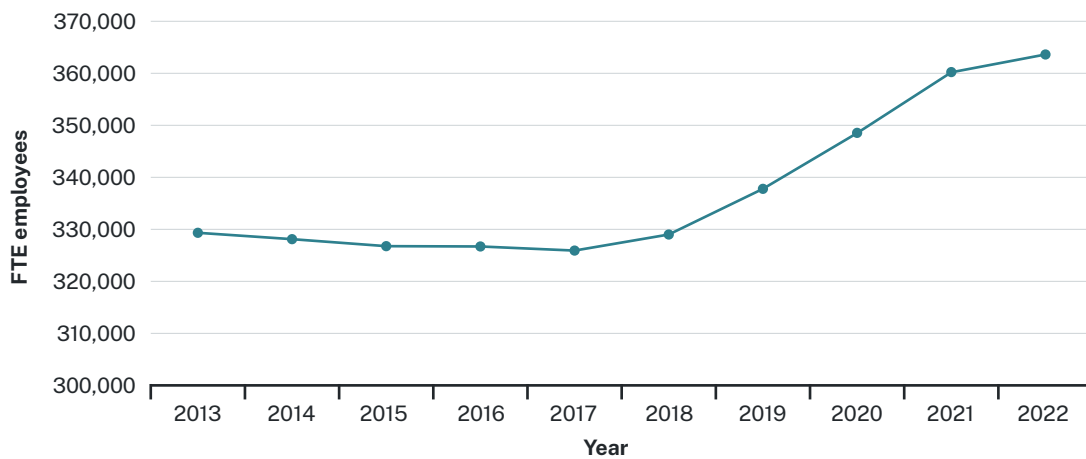
Source: Workforce Profile (2013–22), census period

The number of people employed in the sector increased by 0.6% in 2022. The sector's growth was outpaced by growth in the number of people employed in NSW overall, which was up 2.8%.

Changes in public sector headcount and total NSW employed persons, 2018–22
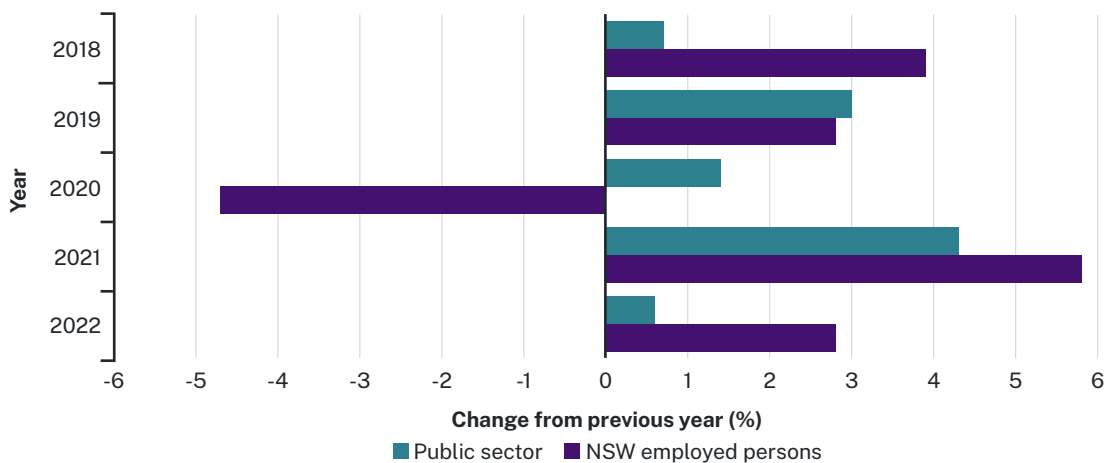
Sources: Workforce Profile (2018–22); ABS (2022a)

Structure of the NSW public sector

The GSE Act establishes two main employment groups: the government sector and the Public Service within it. Most government employees are in the government sector.

The public sector is also structured into 10 operational clusters that coordinate related day-to-day public services, each led by a secretary. The term 'cluster' is commonly used for administrative purposes; however, clusters are not established by legislation.

Examples of other Crown services include the TAFE Commission, School Administrative and Support Staff, and Sydney Trains.

* Under the GSE Act, State owned corporations are included in the government sector for certain specified purposes. In this report, they are treated as part of the public sector but not the government sector.

** The PSC does not collect data on these employees.

Under the GSE Act, NSW universities are part of the government sector for certain specified purposes. The PSC does not collect data on the employees of NSW universities. They are not considered part of the public sector or government sector in this report.

Full-time equivalent employees by cluster
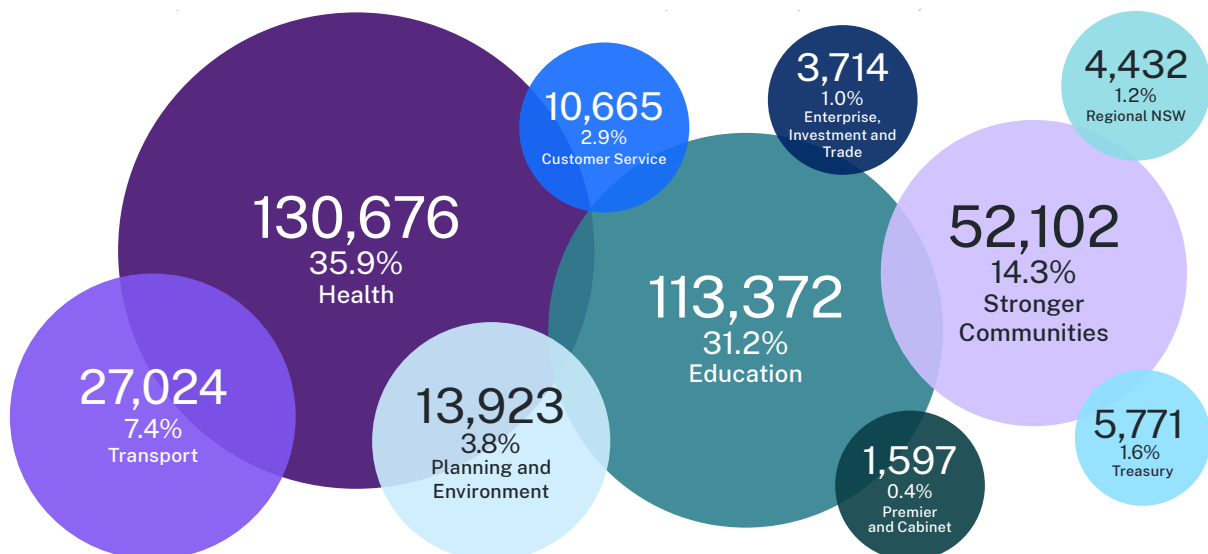
Source: Workforce Profile (2022), census period

Note: Percentages indicate the contribution of the cluster's FTE to the public sector's total FTE.

Headcount and contribution to overall employment by NSW region

The NSW Government is a significant employer in every part of the state. Most public sector employees work in Sydney (59.1%). However, the sector contributes relatively more to overall employment in regional areas of NSW than it does to employment in Sydney.

In 2022, 65.7% of public sector employees worked in a metropolitan area (Sydney, Newcastle and Wollongong), compared with 34.3% in regional NSW. Additionally, 65.4% of the NSW Estimated Resident Population are in the metropolitan area, compared with 34.6% in regional NSW.

Sydney and surrounding regions

	Region	Contribution to employment (%)
1	Sydney East	8.5
2	Sydney West	9.9
3	Central Coast	11.5
4	Newcastle and Lake Macquarie	11.7
5	Illawarra	10.2
6	Southern Highlands and Shoalhaven	9.7
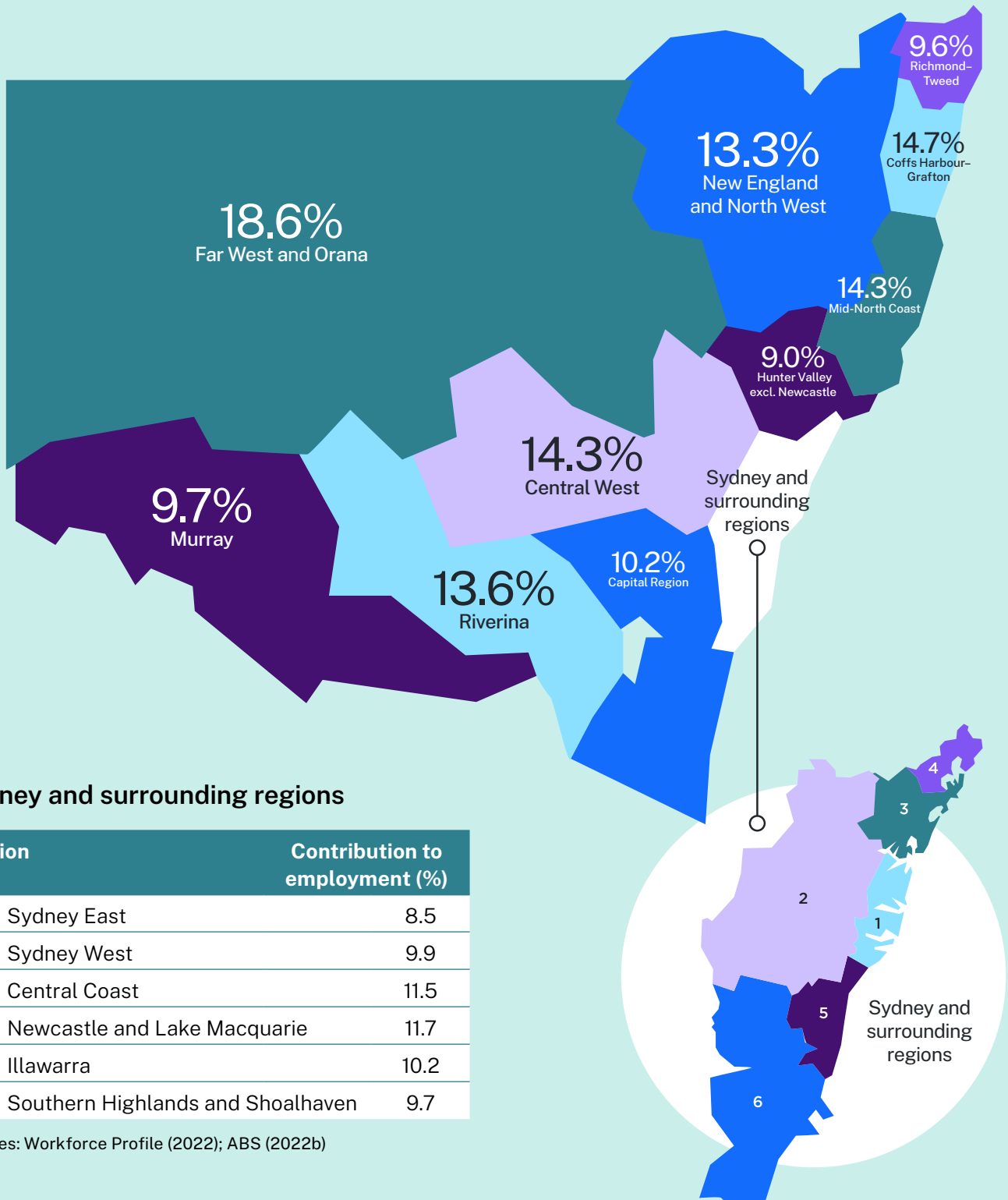
Sources: Workforce Profile (2022); ABS (2022b)

Occupations

The NSW public sector employs people in a wide range of occupations.

Full-time equivalent employees in key occupations, 2022 vs 2021

School Teachers
69,830
70,270 in 2021

Nurses
51,880
51,441 in 2021

Police Officers
17,033
17,174 in 2021

Clerical and Administrative Workers
48,701
47,406 in 2021

School Support Staff
26,261
25,802 in 2021

Medical Practitioners
13,674
13,190 in 2021

Social and Welfare Professionals
7,834
7,886 in 2021

Cleaners and Laundry Workers
5,151
5,220 in 2021

Ambulance Officers
5,164
4,745 in 2021

Labourers
4,246
4,605 in 2021

Prison Officers
3,967
4,297 in 2021

Firefighters
4,252
4,157 in 2021

Bus Drivers
59
2,665 in 2021

Train Drivers
2,217
2,074 in 2021

Food Preparation Assistants
1,983
1,988 in 2021

Source: Workforce Profile (2021, 2022), census period

Note: Teacher staffing allocations are predominantly driven by student enrolments. In 2022 the student enrolment in NSW Public Schools decreased, resulting in a corresponding decrease in teaching FTE. Student to staff ratios remain steady. The decline in Police Officers was due to a higher number of separations, including medical retirements, and lower number of commencements. While the FTE number of Prison Officers declined, the headcount increased. The decline in bus drivers is due to the movement of service delivery outside of the public sector.

Employment types

The type of employment that the NSW public sector offers varies to ensure the sector can flexibly deliver services; however, most people are employed on an ongoing basis. There has been stabilisation across all employment types over the past two years. The wide variety of roles within the NSW public sector means that our people are employed across a wide remuneration range.

Full-time equivalent employees by employment type, 2013–22
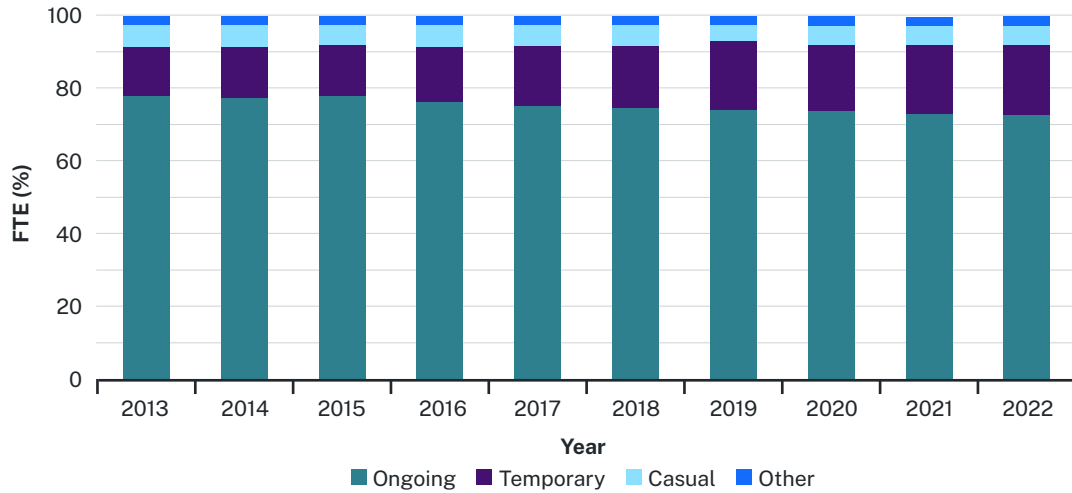
Source: Workforce Profile (2013–22), census period

Note: The 'Other' category includes employees whose employment category is Contract Executive, Contract Non-Executive, Statutory Appointee, Transport Senior Manager or Other.

Full-time equivalent employees by grade, 2022 vs 2018 and 2013
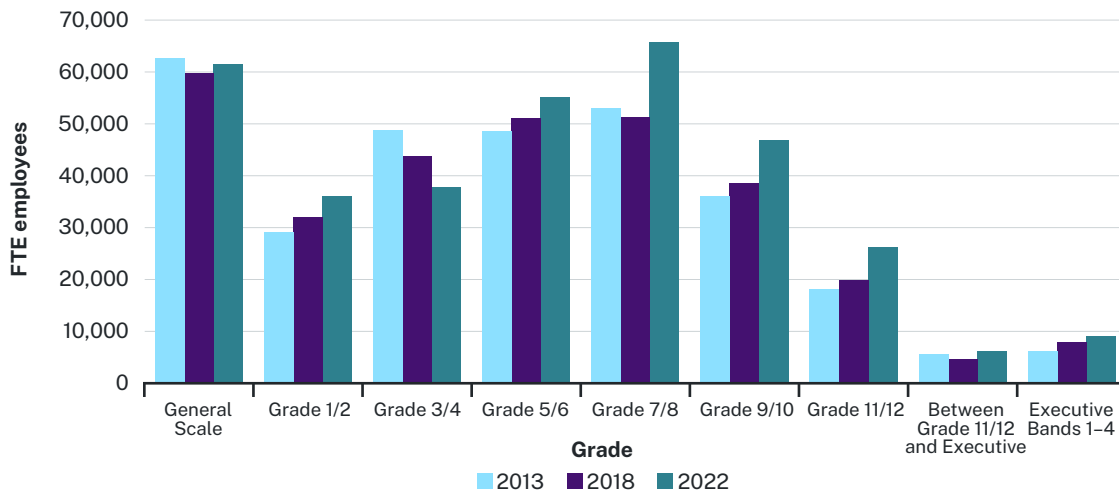
Source: Workforce Profile (2013, 2018, 2022), census period, non-casual only

Note: To provide a whole-of-sector perspective, remuneration has been aligned with the non-executive grades defined in the Crown Employees (Administrative and Clerical Officers – Salaries) Award 2022. The GSE Act provides for the Premier to determine the bands in which senior executives are employed. Currently, there are four bands.

Our people

Our people are the key to having a world class public service. The sector would not be able to deliver world class services without an engaged, inclusive and diverse workforce.

This section examines the many aspects of employment that are important to our people, including wellbeing, burnout, employee engagement, inclusion and diversity, learning and development, tenure, intention to stay and remuneration.
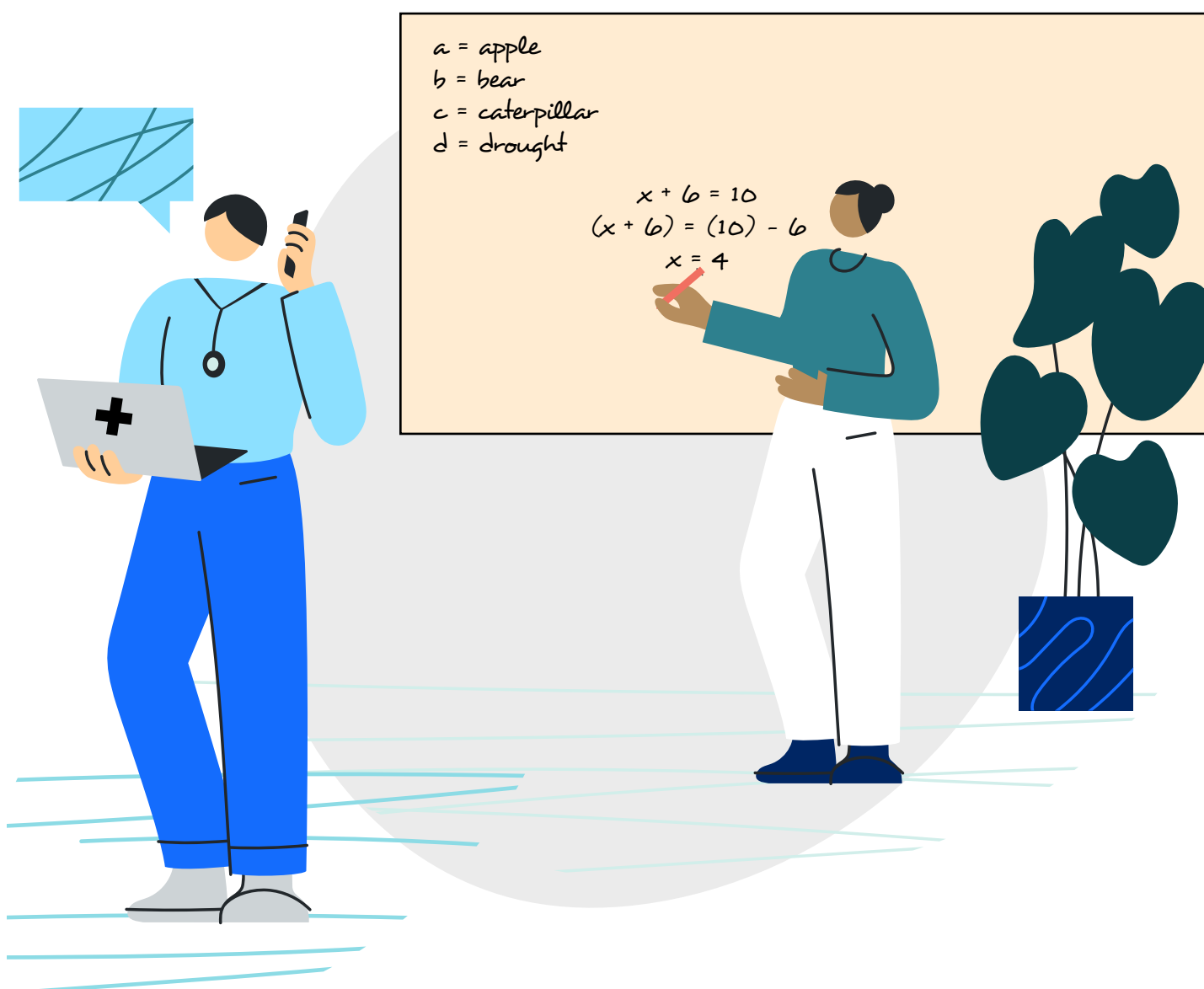
Employee engagement

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience, which is an important measure for the sector as it can be a proxy for productivity and, therefore, the sector's overall performance.

Many factors influence engagement, including leadership, a positive and inclusive work culture, wellbeing, manager support, accountability and flexible work. Employee engagement across the sector has fallen since last year. This may be d ue to the effects that the ongoing COVID-19 pandemic and repeated emergencies have had on our people.

Employee engagement, 2018–22
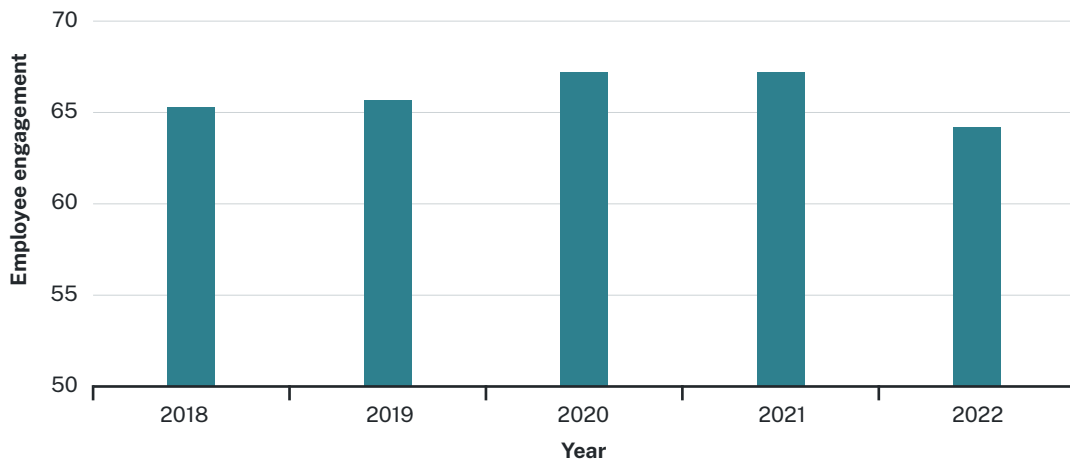
Source: People Matter Employee Survey (2018–22)

Distribution of employee engagement scores, 2022 vs 2021

Source: People Matter Employee Survey (2021, 2022)

Employee engagement score, by employee group, 2022 vs 2021
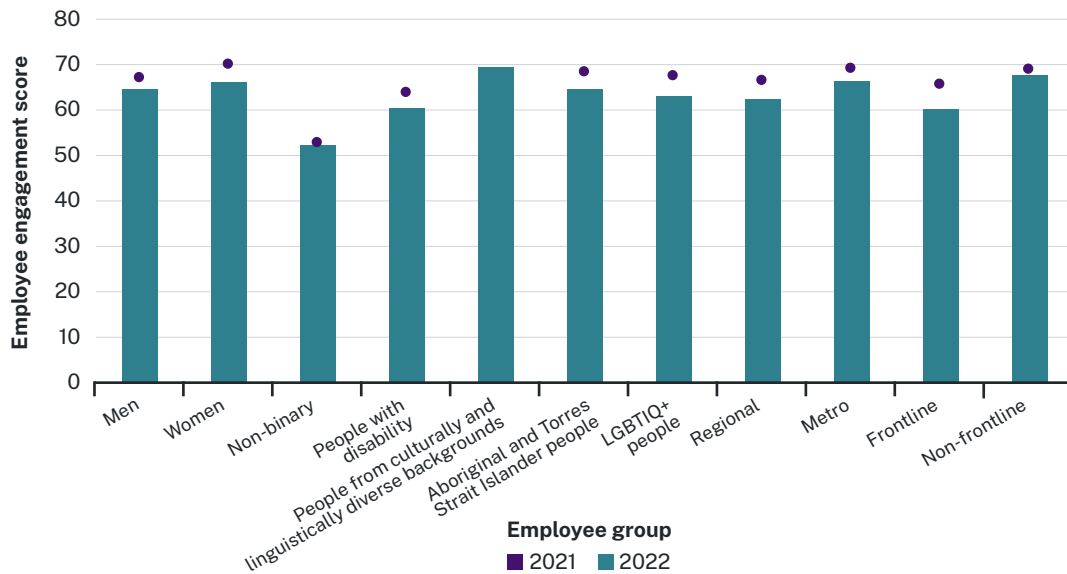
Source: People Matter Employee Survey (2021, 2022)

Note: The 2022 People Matter survey included a new question about cultural background. Therefore, 2021 comparison scores for people from culturally and linguistically diverse backgrounds are not available.

People Matter survey participation, 2018–22
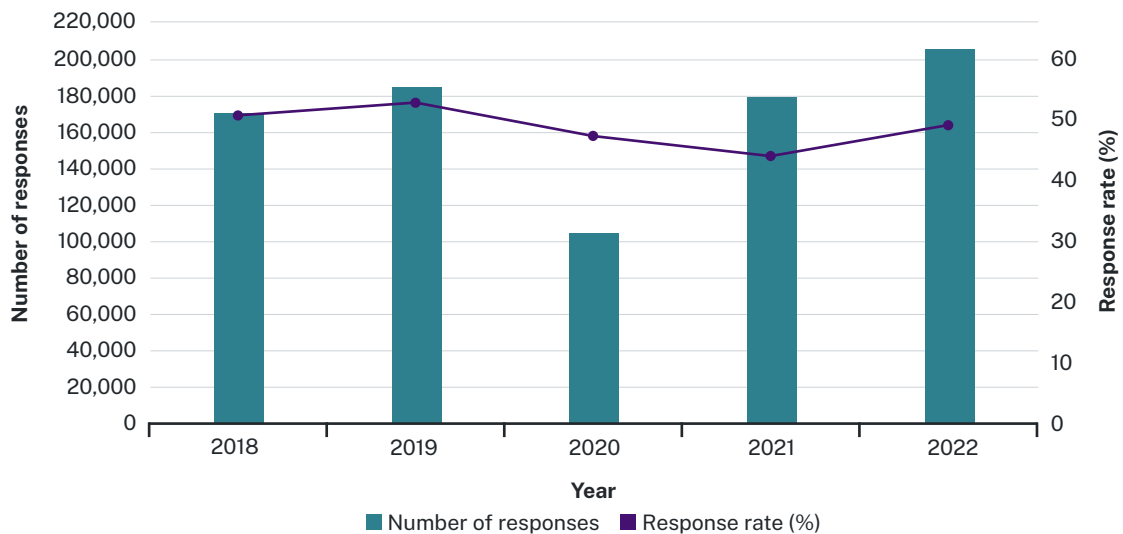
Source: People Matter Employee Survey (2018–22)

Job satisfaction, 2022 vs 2021

68.3%
72.6% in 2021

Source: People Matter Employee Survey (2021, 2022)

Learning and development

Access to learning and development helps employees achieve their performance and career goals. Learning and development also helps agencies develop the most effective employee capabilities for delivering business outcomes.

The People Matter survey results consistently shows that learning and development is a key driver of employee engagement. There has been a decrease in favourable employee perceptions of learning and development compared to last year, which is consistent with the decline in employee engagement this year.

Employee perceptions of learning and development, 2022 vs 2021

54.9%
Favourable overall
57.1% in 2021

49.3% favourable	**I am satisfied with the opportunities available for career development in my organisation** -1.2pp from 2021
52.2% favourable	**My organisation is committed to developing its employees** -3.6pp from 2021
63.0% favourable	**I have received the training and development I need to do my job well** -1.8pp from 2021

Source: People Matter Employee Survey (2021, 2022)

Wellbeing

Wellbeing means feeling good, functioning well and experiencing satisfaction and fulfilment in work and life. The wellbeing score is an aggregate of an employee's self-assessment of their general wellbeing, on a scale of 0 to 10, and their response to another People Matter survey question in which they rate their agreement with the following statement: "I can keep my work stress at an acceptable level".

The decrease in wellbeing of public sector employees is consistent with the decrease in employee engagement. It may reflect the toll that the pandemic and repeated emergencies have had on employees.

Employee wellbeing, 2022 vs 2021

58.4%
62.4% in 2021
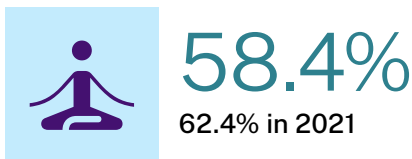
Source: People Matter Employee Survey (2021, 2022)

Employee wellbeing by employee group, 2022 vs 2021
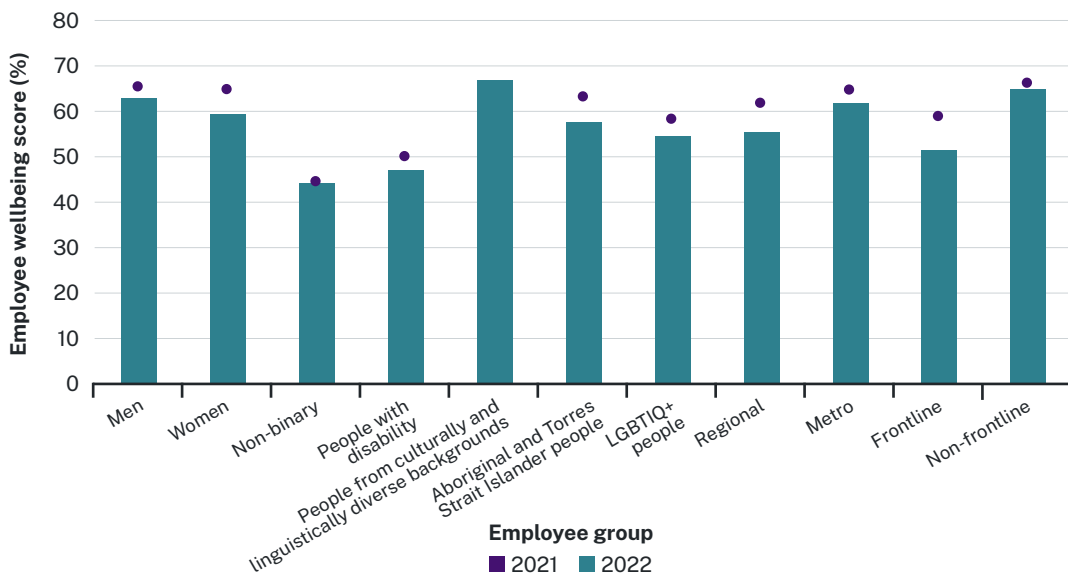
Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 wellbeing scores have been recalculated to exclude a question that was not used in the 2022 People Matter survey. The 2022 People Matter survey included a new question about cultural background. Therefore, 2021 comparison scores for people from culturally and linguistically diverse backgrounds are not available.

Distribution of employees' general sense of wellbeing, 2022 vs 2021
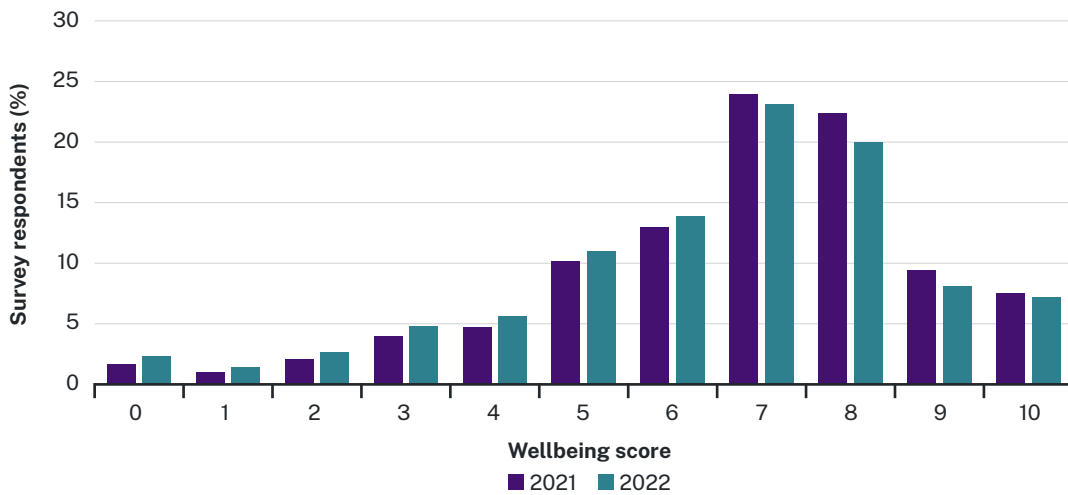
Source: People Matter Employee Survey (2021, 2022)

Employee feelings of burnout, 2022

In 2022, the PSC added a question about burnout to the People Matter survey. Burnout is an emerging employee experience issue, with research indicating a significant link between it and increased job demand related to the pandemic. The People Matter survey results provide insight into employee perceptions of burnout within the sector and its relationship to other experiences in the workplace.

37.8%
of employees feel burnt out by their work

Source: People Matter Employee Survey (2022)

The score for burnout in the NSW public sector is comparable to other jurisdictions. The Australian Public Service Commission and Queensland Public Service Commission have both reported a burnout score of 34% in 2021.[5]

In 2022, 25.8% of employees had recreation leave balances of 30 days or more, an increase of 1.7pp since 2021 (24.1%) and an increase of 5.8pp since 2019. Encouraging use of excess leave can improve work–life balance and can help reduce feelings of burnout.

Hours of paid unscheduled absence per full-time equivalent employee, 2018–22

Source: Workforce Profile (2018–22)

[5] Australian Public Service Commission, 2021; Queensland Public Service Commission, 2021.

Inclusion and diversity

Building an inclusive and diverse workforce is a key pillar in the NSW public sector's plan to provide a world class public service.

- Inclusion enables a genuine participation and contribution so that everyone feels a sense of belonging at work regardless of background, identity or circumstances.

- Diversity refers to the seen and unseen characteristics that make each individual different. For the public sector, a diverse workforce reflects the breadth of differences within the community it serves.

A diverse workforce alone does not equate to a successful workforce. To realise the benefits of diversity, it must also be inclusive. In an inclusive workplace, the culture, leadership, systems and work practices combine to help employees feel comfortable bringing their whole self to work. It also encourages them to be open and to be themselves. Inclusion enables genuine participation and contribution, regardless of seen and unseen individual differences. Inclusion helps drive improvements in organisational performance, effectiveness, greater innovation, and better customer service.[6]

Employee perceptions of inclusion and diversity, 2022 vs 2021
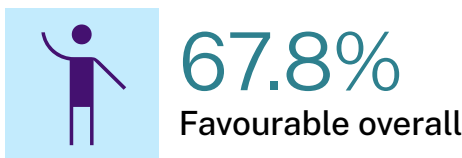
67.8%
Favourable overall

80.2% favourable	**People in my workgroup treat each other with respect** -1.0pp from 2021
78.2% favourable	**Personal background is not a barrier to participation in my organisation** -2.0pp from 2021
66.6% favourable	**I can speak up and share a different view to others in my organisation** -2.7pp from 2021
70.0% favourable	**I feel that I belong in my organisation** -0.8pp from 2021
43.7% favourable	**Senior managers support the career advancement of all employees**

Source: People Matter Employee Survey (2021, 2022)

Note: A comparison to the 2021 overall score is not possible because one question that contributed to the 2022 overall score has changed.

---

[6] Diversity Council Australia, 2017

Employee voice, 2022 vs 2021

64.2%
Favourable overall
66.7% in 2021

Employee voice is about ensuring that employees feel like they can speak up and be heard. It helps to support an effective and dynamic employee-employer relationship.

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

Employees with a diagnosed mental health issue, 2022 vs 2021

10.1%
9.4% in 2021

Source: People Matter Employee Survey (2021, 2022)

Representation of median age, 2022 vs 2021

Bar chart values:
- Public sector: 43 (2021: dot)
- Government sector: 43 (2021: dot)
- NSW population: 39 (2021: dot)
- NSW working population: 39 (2021: dot)

Years — scale 0 to 50

Legend: Public sector, Government sector, NSW population, NSW working population, 2021
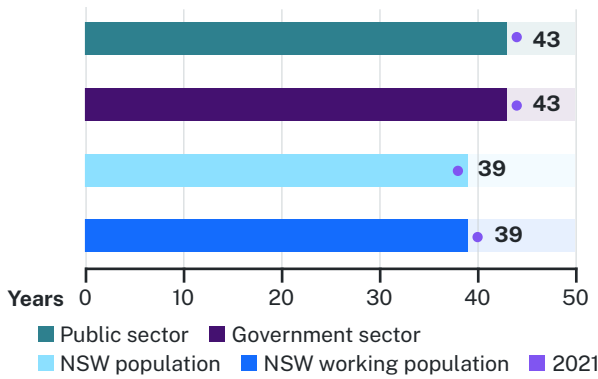
Sources: Workforce Profile (2021, 2022); ABS (2021a, 2021b)

Representation of people with English as a second language, 2022 vs 2021

Bar chart values:
- Public sector: 18.1 (2021: dot)
- Government sector: 18.3 (2021: dot)
- NSW population: 24.9 (2021: dot)
- NSW working population: 26.9 (2021: dot)

% — scale 0 to 50

Legend: Public sector, Government sector, NSW population, NSW working population, 2021
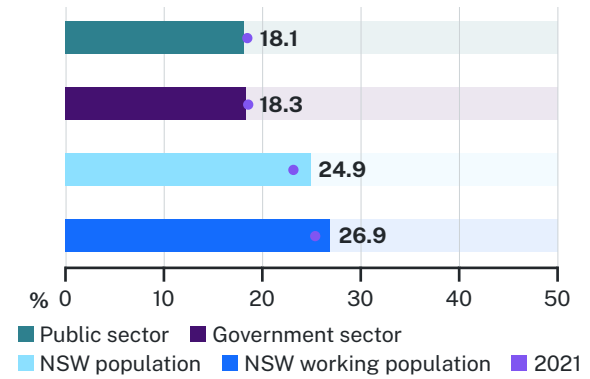
Sources: Workforce Profile (2021, 2022); ABS (2021c, 2021d)

Age band profile, 2013–22

Legend: 15 to 24, 25 to 34, 35 to 44, 45 to 54, 55 to 64, 65 plus
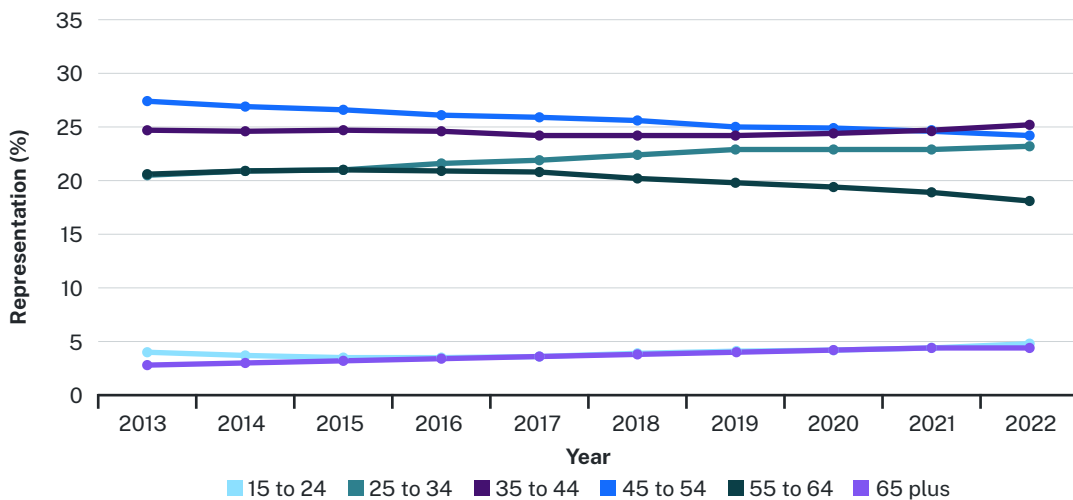
Source: Workforce Profile (2013–22)

Representation of LGBTIQ+ people, 2022 vs 2021

5.6
5.7

% 0   10   20   30   40   50

■ Public sector   ■ Government sector   ■ 2021
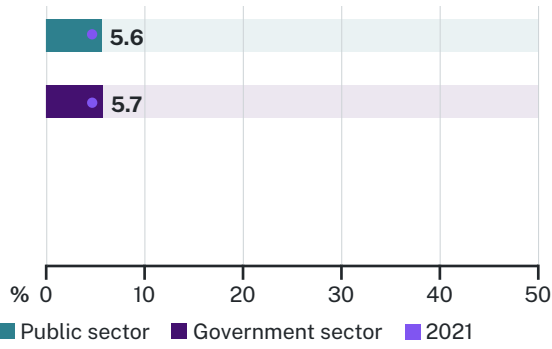
Source: People Matter Employee Survey (2021, 2022)

Representation of non-binary people, 2022 vs 2021

0.6
0.6

% 0   10   20   30   40   50

■ Public sector   ■ Government sector   ■ 2021
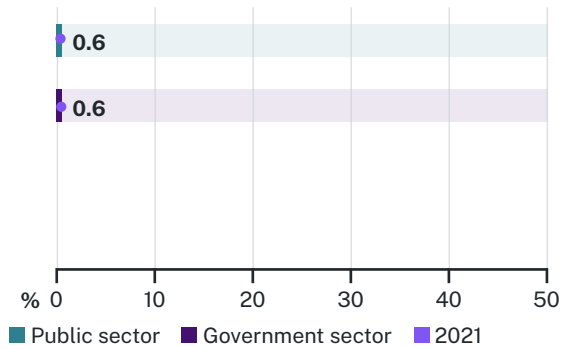
Source: People Matter Employee Survey (2021, 2022)

Representation of cultural background, 2022
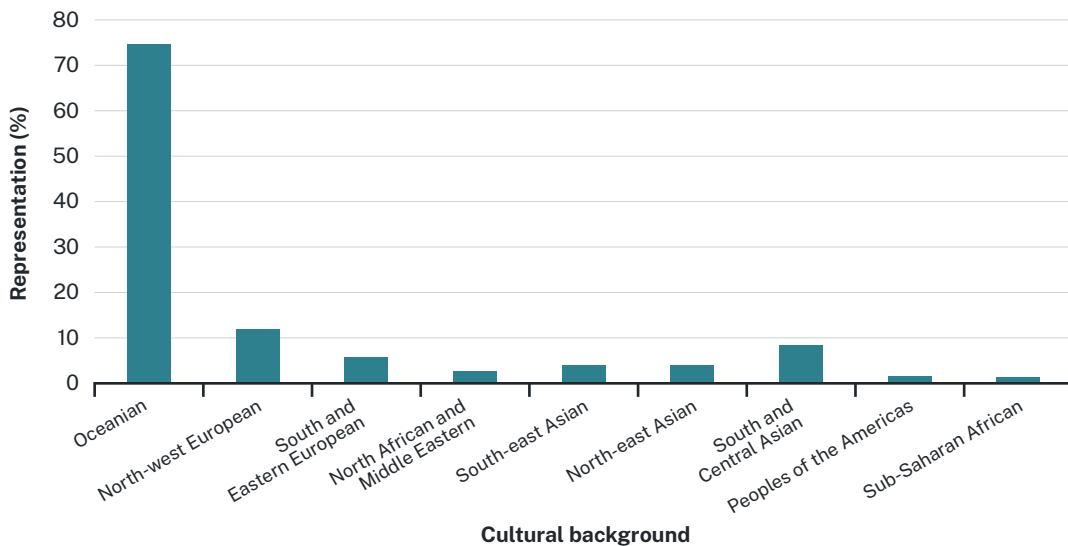
People Matter Employee Survey (2022)

Representation of people who provide care for a child outside of work, 2022 vs 2021
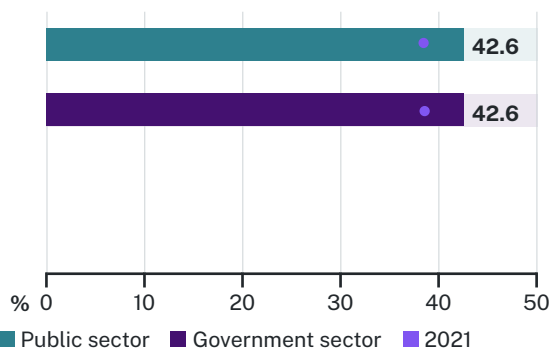
42.6
42.6

% 0   10   20   30   40   50

■ Public sector   ■ Government sector   ■ 2021

Source: People Matter Employee Survey (2021, 2022)

Representation of people who provide care outside of work for a child or adult who needs support, 2022 vs 2021

16.9
16.9

% 0   10   20   30   40   50

■ Public sector   ■ Government sector   ■ 2021
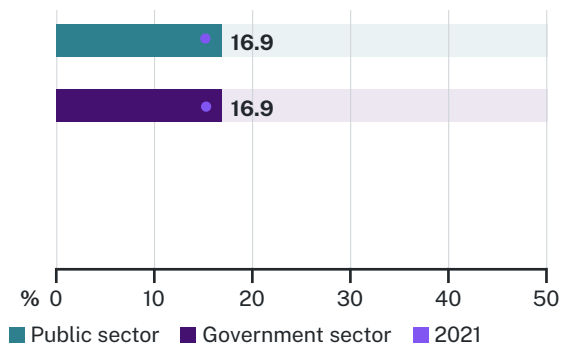
Source: People Matter Employee Survey (2021, 2022)

CASE STUDY:

Implementation of the renewed Closing the Gap Agreement

In March 2019, the NSW Government signed the formal Partnership Agreement on Closing the Gap 2019–2029 alongside the Commonwealth, state and territory governments, the Coalition of Aboriginal and Torres Strait Islander Peak Organisations and the Australian Local Government Association. This partnership agreement led to the National Agreement on Closing the Gap 2020, which contains four priority reforms and 17 socio-economic targets designed to "overcome the entrenched inequality faced by too many Aboriginal and Torres Strait Islander people so that their life outcomes are equal to all Australians".

NSW has adopted the 4 national reform priorities and developed an additional NSW specific priority area. The NSW Closing the Gap Implementation Plan 2022–2024 identifies the five priority reform areas in NSW as:

1. Formal partnerships and shared decision making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level
5. Employment, business growth and economic prosperity (NSW-specific).

The renewal of the Closing the Gap agreement is a holistic, long-term approach that aims to significantly transform the delivery of government services to Aboriginal and Torres Strait Islander communities. The key to this is building genuine partnerships with communities and community-controlled organisations, and embracing the strength of the community-controlled sector. This approach is not about consultation or co-design but about equal and shared decision making between government and Aboriginal and Torres Strait Islander communities. It will address policy, processes and services that directly affect Aboriginal and Torres Strait Islander communities.

In NSW, the key partnership driving this work is between the NSW Government (led by the Department of Premier and Cabinet, and Aboriginal Affairs NSW) and the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO). Having NSW CAPO as a partner is critical to bringing the voice of Aboriginal communities directly to the decision-making table and empowers Aboriginal and Torres Strait Islander people with solutions that genuinely meet community needs.

Together, Aboriginal Affairs NSW and NSW CAPO have created the NSW Joint Council, which is the key decision-making group overseeing the planning and implementation of the agreement. Partnership with the community-controlled sector is embedded in every part of this process. The NSW Joint Council is jointly chaired by the NSW Minister for Aboriginal Affairs and the Co-Chairs of NSW CAPO. Its membership comprises all NSW CAPO members and the Secretary of the NSW Department of Premier and Cabinet.

The principles that underpin the NSW Joint Council are appropriate for NSW Government agencies to apply to all Closing the Gap initiatives. The Aboriginal Affairs website describes those principles as:

- inclusiveness: ensuring all perspectives are heard, respected, and appropriately acknowledged as decisions are made
- genuine shared decision making, including transparency in negotiation and data sharing
- ensuring the views, needs, interests and aspirations of Aboriginal peoples are central to all decision making
- participation: ensuring the active and informed involvement of all parties is possible
- partnership, in accordance with the strong partnership principles outlined in the Partnership Agreement on Closing the Gap 2019–2029.

Case study (continued)

Initiatives that are responsive to community needs and engage in genuine partnership with the community-controlled sector are beneficial to public administration. This partnership model serves as an example for future initiatives where public administration transitions from government provision to the commissioning of community-controlled services.

While the implementation of the renewed agreement is in its early stages, strong governance groups and the accountability and commitment of ministers, secretaries and public service leaders will lay the foundation for future success. The Closing the Gap model challenges the sector to do things differently by looking at new ways of working, setting new goals and building partnerships with community-controlled organisations.

Premier's Priority for a world class public service

The Premier's Priority for attaining a world class public service involves implementing best practices to increase productivity and digital capability. It also involves increasing diversity, so that by 2025:

- 50% of senior leadership roles are held by women
- there are 114 Aboriginal and Torres Strait Islander people in senior leadership roles
- 5.6% of government sector roles are held by people with a disability.

Delivering on this priority by 2025 will achieve parity for women in leadership and result in 10,000 more people with disability employed across the NSW Government sector. The sector has already achieved and exceeded the goal of having 114 Aboriginal and Torres Strait Islander people in senior leadership roles.

Representation of women, 2022 vs 2021
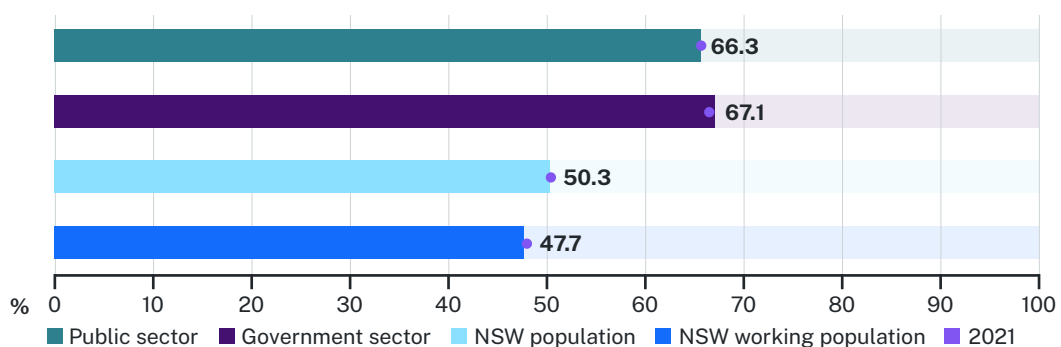
Sources: Workforce Profile (2021, 2022); ABS (2022c, 2022d)

Gender representation by grade in the government sector, 2022 vs 2018
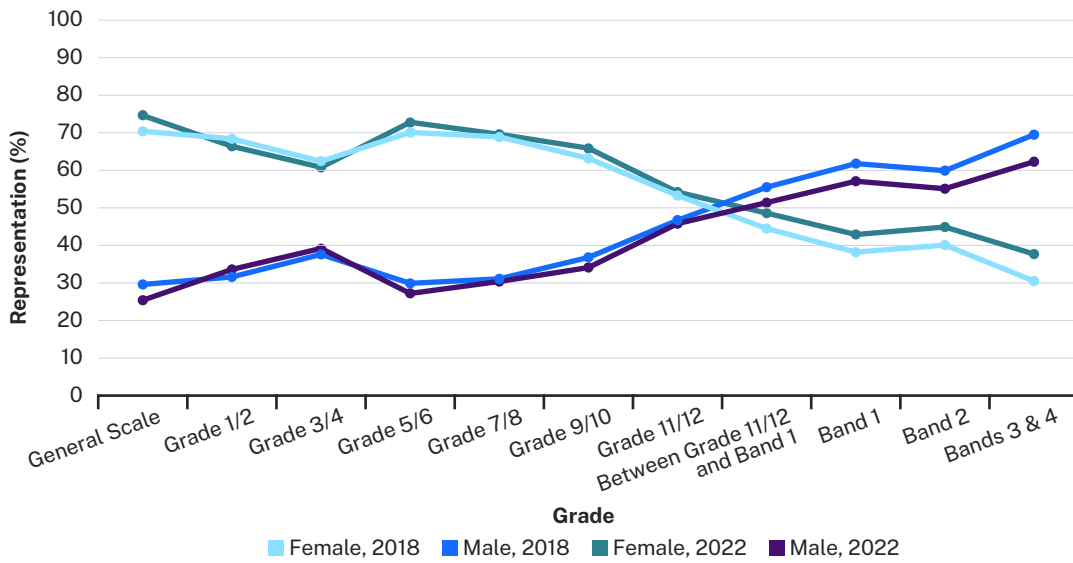
Source: Workforce Profile (2018–22)

Women in senior leadership, 2014–22, and 2025 target and projection scenarios

The PSC has used *Workforce Profile* data to forecast the representation of women in senior leadership by 2025 under three different scenarios. To achieve its target, the NSW public sector needs to recruit 6 women for every 10 senior leadership roles. This improvement will only be achieved if the NSW public sector accelerates its efforts to develop a pipeline of female leaders, and identifies and removes the obstacles in the recruitment process that impede women's advancement to senior levels. The future pipeline of senior leaders is strong, with over 50% representation of women in grade 11/12 roles.
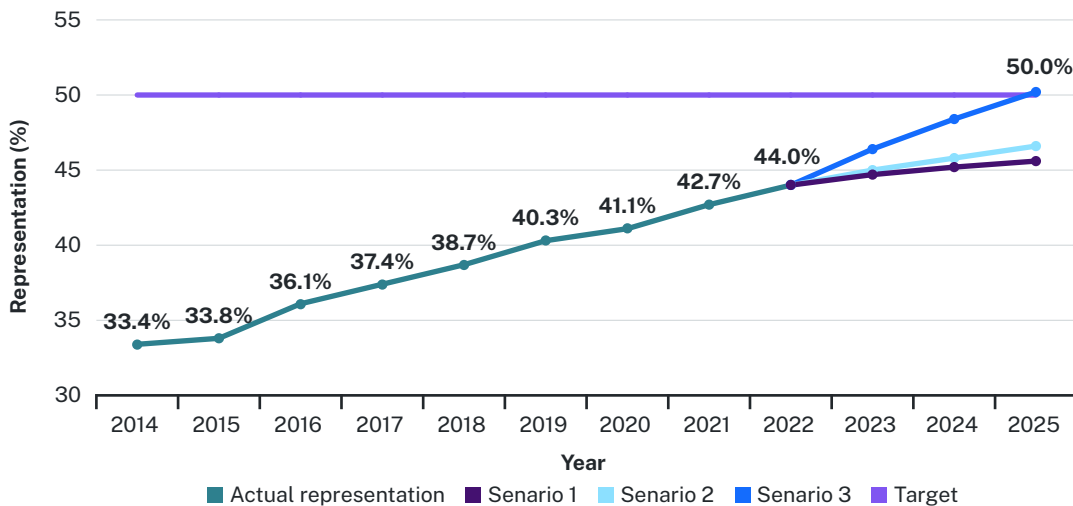
Source: Workforce Profile (2014–22)

Notes: Scenario 1 uses the average historical recruitment rate. Scenario 2 uses a minimum 50.0% female recruitment rate. Scenario 3 uses a minimum 60.0% female recruitment rate. Senior leaders are non-casual government sector employees with a salary equal to or higher than $169,638 at 1 July 2021, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles with a statutory or institutional character (such as judge, magistrate or barrister).

Representation of Aboriginal and Torres Strait Islander people, 2022 vs 2021
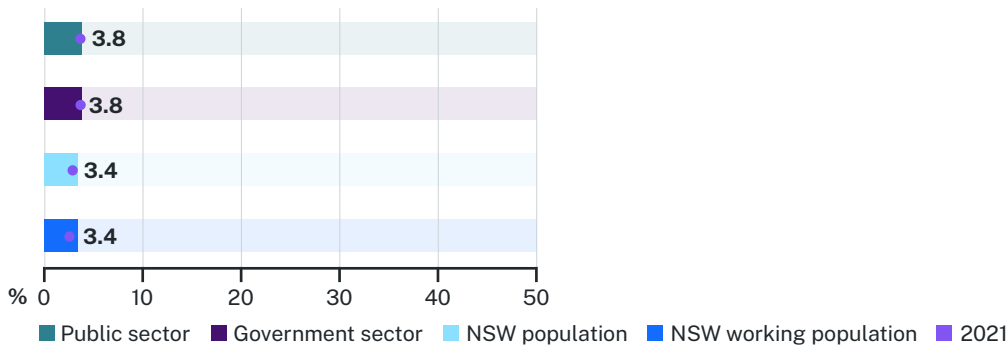
Sources: Workforce Profile (2021, 2022); ABS Census (2022e), ABS (2021e)

Representation of Aboriginal and Torres Strait Islander people in government sector, by non-executive grade, 2022 vs 2018

The refreshed Aboriginal Employment Strategy 2019-2025 maintains our commitment to 3.0% Aboriginal and Torres Strait Islander representation at all non-executive salary levels by 2025.
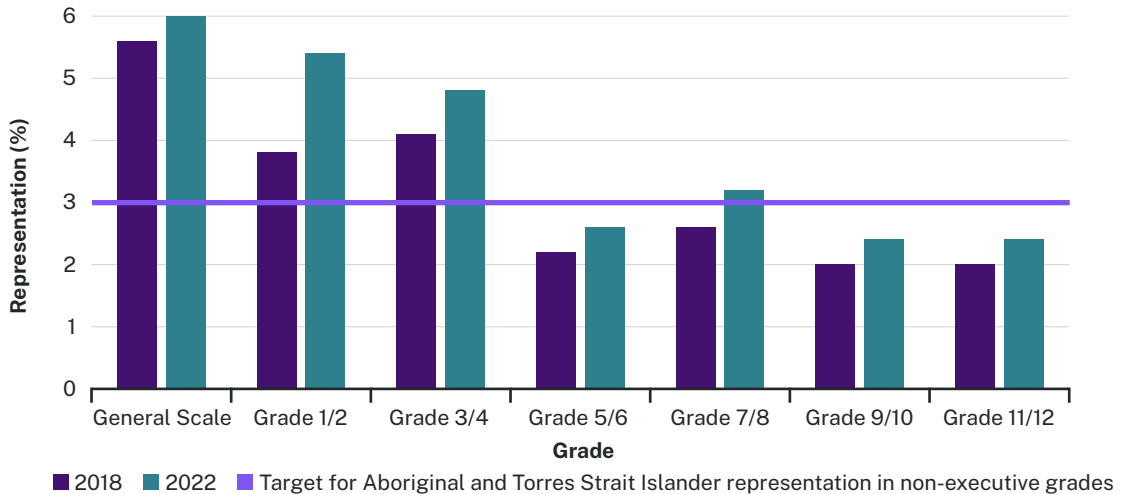
Source: Workforce Profile (2018–22)

Aboriginal and Torres Strait Islander people in senior leadership, 2014–22 and 2025 target
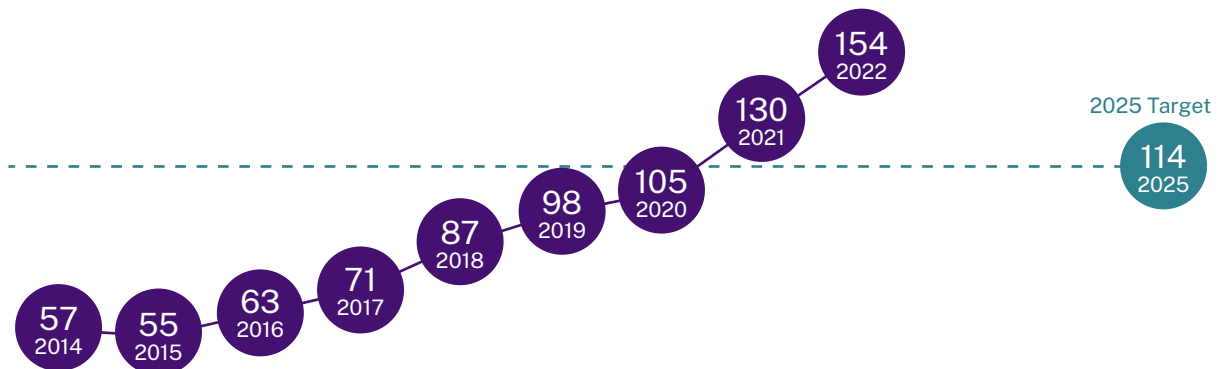
Source: Workforce Profile (2014–22)

Note: Senior leaders are non-casual government sector employees with a salary equal to or higher than $169,638 at 1 July 2021, excluding Health roles of a specialist or technical nature with no leadership or managerial responsibilities, and Justice roles with a statutory or institutional character (such as judge, magistrate or barrister).

Representation of people with disability, 2022 vs 2021

	% 0	10	20	30	40	50

- 2.5
- 2.5
- 16.9
- 7.2

■ Public sector ■ Government sector
■ NSW population ■ NSW working population ■ 2021
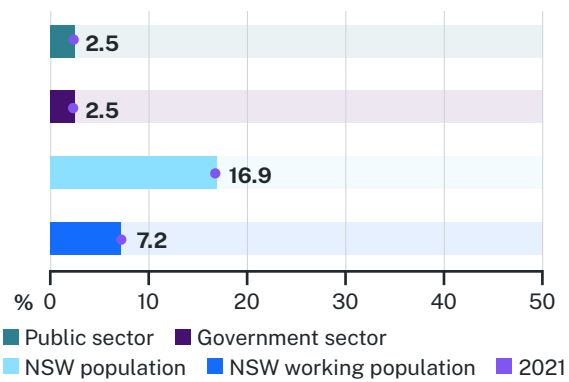
Sources: Workforce Profile (2021, 2022); ABS (2018a, 2018b)
Note: 5.5% of 2022 People Matter survey respondents identified as having a disability.

People with disability, 2013–22 and 2025 target

2025 Target 5.6% 2025

3.5% 2013
3.0% 2014
2.9% 2015
2.8% 2016
2.7% 2017
2.5% 2018
2.5% 2019
2.4% 2020
2.5% 2021
2.5% 2022
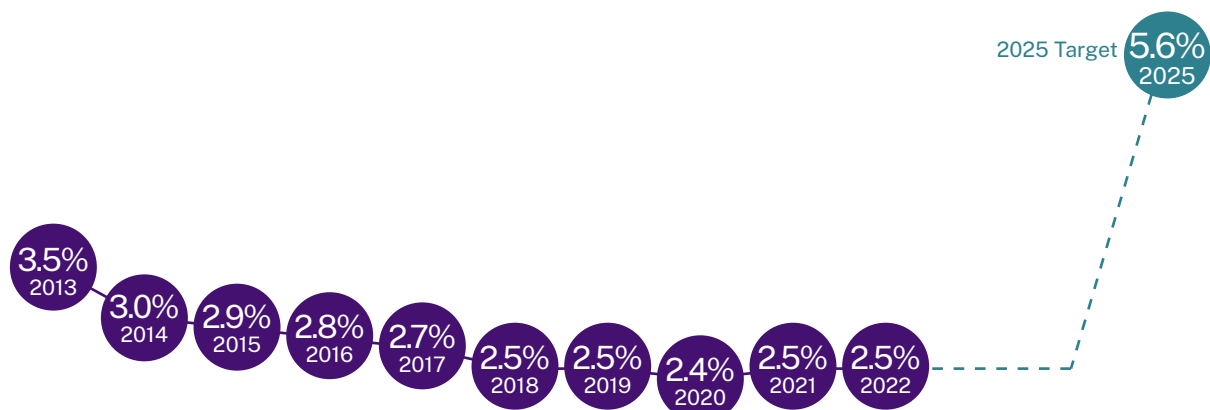
Source: Workforce Profile (2013–22)

CASE STUDY:

Creating accessible digital products and services for all NSW Government customers

The NSW Government aims to be the world's most customer-centric government. To achieve this vision, we need to ensure that customers can access our digital products and services if they wish to do so. Around one in five people in NSW have a disability, meaning we need to consider customers with diverse vision, hearing, mobility, cognitive and literacy needs.

To do this, the Department of Customer Service (DCS) created Accessibility NSW. This project will establish a one-stop shop for practical tools and resources that will help all government services to develop excellent digital systems that all users can access.

Accessibility NSW consists of four streams of work:

1. Accessibility compliance toolkit: the digital accessibility toolkit will aggregate existing tools and new digital tools that can be used across the government, ensuring customers have the resources and expertise to build, buy and deliver accessible products and services.

2. Capability program: online training modules will build the capability of NSW public servants to design, deliver, remediate, and buy for accessibility.

3. Accessibility Centre: this is a space where teams that create digital products can conduct user research and user testing with customers who have diverse needs. This will be piloted as an online resource, with the potential to expand to a physical space.

4. Accessibility Ambassadors: a NSW Accessibility Ambassadors network has been developed, comprising representatives across all clusters of the NSW Government. Some members of this network include those who identify as living with disability, providing lived experience to the project's development. This network is an environment for discussion and collaboration for accessibility compliance, content, tools, skills, and capability uplift.

Accessibility NSW will fundamentally improve how the NSW Government delivers services to the community. It will help to embed best practice digital accessibility into our internal and externally facing digital services.

Building in-house capability with digital accessibility diversifies the digital skills of NSW Government employees and reduces reliance on external digital accessibility providers. Equally, removing digital barriers in internal services for people with accessibility needs will ensure that the public sector is a more inclusive place to work. The project will help us provide the services our customers need when they need them. To deliver this, agencies must work to meet basic accessibility requirements to provide better experiences for customers who use their services.

This project delivers on Focus Area 4 of the *NSW Disability Inclusion Plan 2021–2025*, the Premier's Priority to deliver a world-class public service, and elements of the NSW Government's 2030 customer strategy, *Towards a customer-centric government*. Accessibility NSW will connect regularly with the Disability Employment Network and the DCS Disability Inclusion Steering Committee to ensure it is informed by the voices of people with lived experience of disability.

Digital accessibility benefits everyone and is essential for some community members. Ensuring that digital products and services in NSW meet longstanding international accessibility standards will remove barriers for customers who are currently unable to use government services and help to improve the experiences of all users of these services.

"Our decisions require empathy to understand people's needs and we need to remain open to discovering new ideas and practices that afford everyone the dignity and respect of equal access."
– NSW Accessibility Ambassador

This project will be delivered over two years from 2022, with phase 1 due to be completed by June 2024. Key milestones for phase 1 include:

- showcasing work at the Digital NSW Showcase in November 2022

- testing the Accessibility Compliance Toolkit Alpha with government employees with diverse experience in digital accessibility and across multiple roles

- creating a policy framework for digital accessibility in government

- ensuring accessibility considerations are included in procurement and publishing processes.

Tenure and intention to stay

'Tenure' refers to the time that an employee has spent in an organisation. '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 the employee experience, including engagement.

Intention to stay is a leading indicator of turnover. However, intention doesn't always translate into action. A certain amount of turnover in any organisation is healthy. The wide-ranging nature of functions performed by NSW public sector agencies makes it difficult to determine whether the sector's overall level of turnover is healthy or unhealthy. It is important for agencies to combine intention to stay and turnover data with other People Matter survey data and with information obtained from staff exit surveys. This will help agencies understand what is driving employee turnover within the context of their specific workplaces.

Median agency tenure, 2022 vs 2021

7.4 years
8.1 years in 2021

Source: Workforce Profile (2021, 2022)

Intention to stay in current organisation, 2022 vs 2021
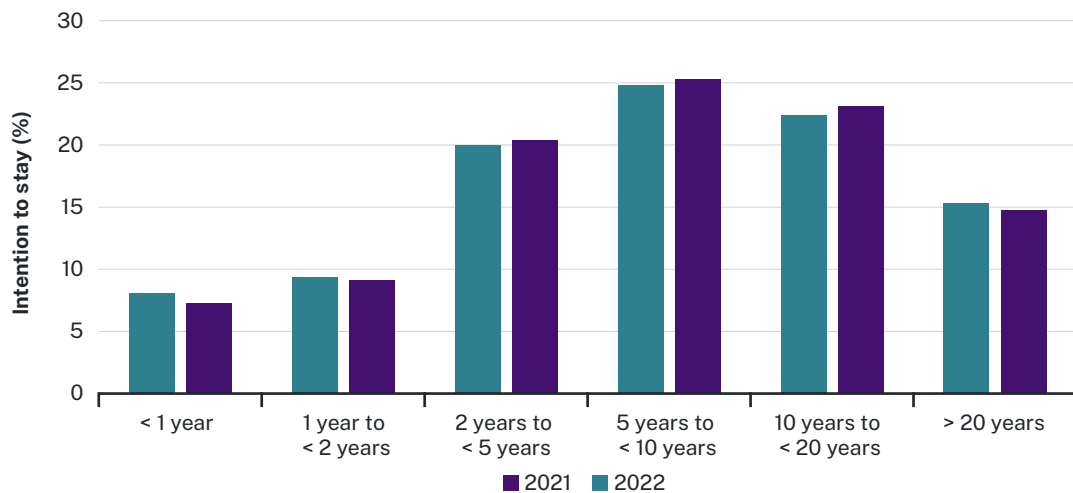
People Matter Employee Survey (2021, 2022)

Remuneration

Remuneration or pay for NSW public sector employees is determined by several Acts, regulations and rules managed by various NSW Government agencies. Employees' remuneration and conditions vary according to the legislation and industrial instrument that applies to their job type and employing agency.

Median salary for NSW public sector employees, 2022 vs 2021

$92,236

a $1,842 or 2.0% increase from $90,394 in 2021

Source: Workforce Profile (2021, 2022)

Changes in median salary, 2013–22
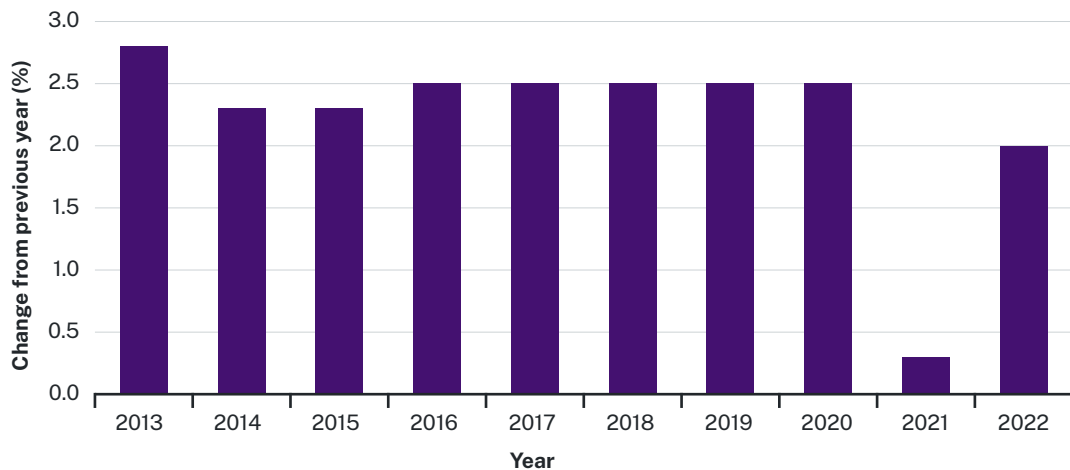
Source: Workforce Profile (2013–22)

Median salary for women and men, 2022 vs 2021

$92,236
for women
$90,394 in 2021

$96,540
for men
$94,299 in 2021

Source: Workforce Profile (2021, 2022)

Gender pay gap, 2022 vs 2021

$4,304 or 4.5%
$3,905 or 4.1% in 2021

Source: Workforce Profile (2021, 2022)

Note: Employee salary is the full-time base remuneration for the role, regardless of whether the employee is working part time or full time. The PSC used the OECD (Organisation for Economic Co-operation and Development) method of calculating the gender pay gap, which measures the difference between the full-time median remuneration of men and women, relative to the median remuneration of men.

Public service and aligned services senior executive gender pay gap by band, 2022 vs 2021
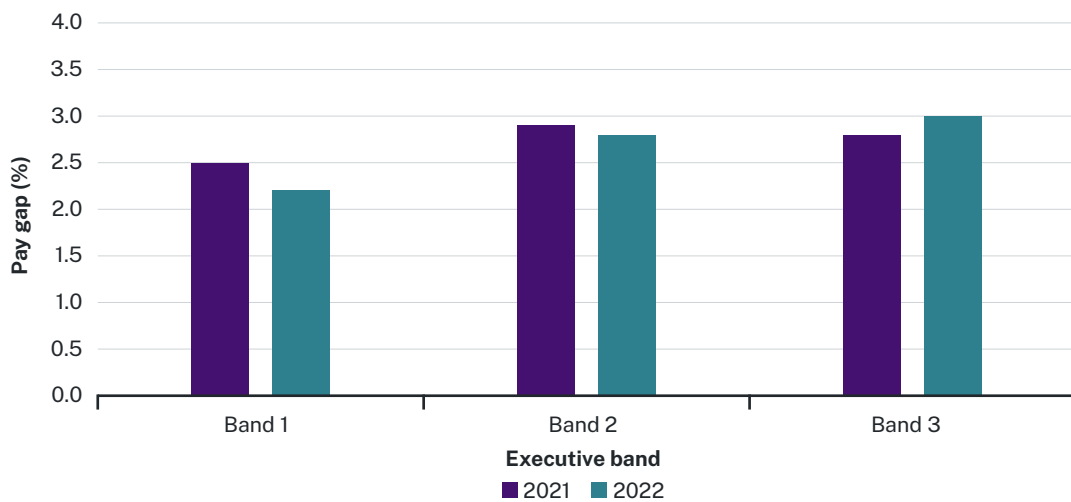
Source: Workforce Profile (2021, 2022)

Note: The data includes senior executives in bands 1–3 in the NSW government sector, specifically Public Service senior executives and aligned executive services (Health Service, Transport Service and NSW Police Force).

Our workplaces
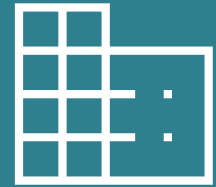
Our workplaces should be where our people thrive. The public sector will continue to evolve our workplaces so they exemplify our values and create safe, healthy and flexible places where all employees can bring their best selves to work and serve the people of NSW. Bullying, discrimination, sexual harassment and racism cannot be tolerated. The harmful consequences of negative workplace behaviours at the individual and organisational levels are well known and undermine efforts to create positive and productive workplaces.

CASE STUDY:

A workplace approach to addressing domestic and family violence

The NSW Government provides support for employees experiencing domestic and family violence (DFV), such as by offering 20 days of paid leave each calendar year and providing flexible working arrangements. However, the former Housing and Property Group at the NSW Department of Planning and Environment (DPE) found there had been minimal uptake of paid DFV leave. To better understand why, it formed a team to investigate.

The team surveyed employees within the Housing and Property Group to find out what they knew about available DFV support. The results showed that 80% of employees did not openly discuss issues concerning DFV in their workplace and 90% were interested in learning how to support colleagues experiencing DFV. The team saw this as an opportunity to increase access to support for employees experiencing DFV and to bring more awareness to the issue, presenting it as something everyone can play a part in addressing.

The team acknowledged that the risks of failing to provide accessible DFV support to employees include:

- negative impacts on physical and mental health
- a potential decrease in the quality and/or timely completion of work
- increased absenteeism
- people becoming removed from the workforce and losing their financial independence
- increased exposure to perpetrators of abuse
- a continuation of the cycle of abuse.

The team sought and received funding and support from the DPE leadership team to implement initiatives across four key areas: support, education, culture and compliance.

The DPE's primary focus was to provide sufficient and appropriate supports for any employees experiencing DFV. It achieved this by:

- reviewing and updating its DFV policy, including leave entitlements, to give all employees the same entitlements

- streamlining approvals for DFV leave by removing the requirement for evidence and allowing manager discretion

- training managers in ways to adapt work duties to support employees experiencing DFV

- being flexible during pandemic-induced work-from-home periods and exempting employees who were unsafe at home and allowing them to go into workplaces

- providing all employees with Employee Assistance Program (EAP) details and a comprehensive list of DFV service providers.

The team developed clear guidelines and information to help employees recognise DFV and support colleagues experiencing it, delivered through men's toolbox talks, online training, webinars and fact sheets. The online training component has been completed by more than 1,400 employees through the MyCareer online talent management system. There is an expectation that eventually all DPE employees will complete this training. The next phase of education will cover the topic of healthy relationships and will include specialised courses for managers, to be implemented in the 2022/2023 financial year.

The team also worked to create a culture where DFV is openly talked about to remove the stigma surrounding it. They developed social media campaigns focused on recognising DFV, removing the shame in taking DFV leave, and calling out unacceptable behaviour. These social media videos featured DPE leaders and reached over 5,000 employees.

An important element of this work was ensuring that the DPE continuously works toward the guaranteed safety and wellbeing of its employees. This included reviewing DPE-provided equipment and resources to ensure none can be used to perpetrate violence. It also involved educating managers and employees on how to address non-compliance in relation to the use of DPE resources. DPE's Code of Conduct has been updated to explicitly reflect the fact that equipment cannot be used to abuse, harass or intimidate. The DPE also worked with building security personnel to conduct safety audits of all buildings.

The clearest indicator of the success of this work to increase awareness of DFV and the accessibility of the support services is that there has been a fivefold increase in the number of employees accessing DFV leave. Increased education on the issue has given DPE employees experiencing DFV the confidence to disclose their circumstances. Some have also given feedback that they felt comfortable disclosing their DFV challenges to colleagues and managers, as they knew the working environment was a safe space.

Support has now been rolled out across the DPE. The DFV project was designed to be transferrable and the initiatives developed under each of the four target areas can be implemented in any agency. With minor amendments it could be used by other employers outside the sector too.

NSW public sector values

The NSW public sector is committed to upholding its core values of integrity, trust, service and accountability. The sector aims to:

- consider people equally without prejudice or favour
- build relationships based on mutual respect
- be flexible and innovative
- deliver services reliably
- take responsibility for decisions and actions.

A positive workplace culture built on shared core values and principles helps to increase employee engagement and wellbeing, and reduces negative workplace behaviours.

Ethics and values

For the first time this year, the People Matter survey asked employees about ethical behaviours and values in their organisation.

When a person behaves ethically, it means they act in ways that are principled and lawful, and that 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.

Workplaces with strong ethics and values work together to shape the way employees operate to help achieve outcomes.

Ethics and values score, 2022

69.2%
Favourable overall

70.0% favourable	**My organisation shows a commitment to ethical behaviours**
84.5% favourable	**I support my organisation's values**
53.5% favourable	**Senior managers model the values of my organisation**
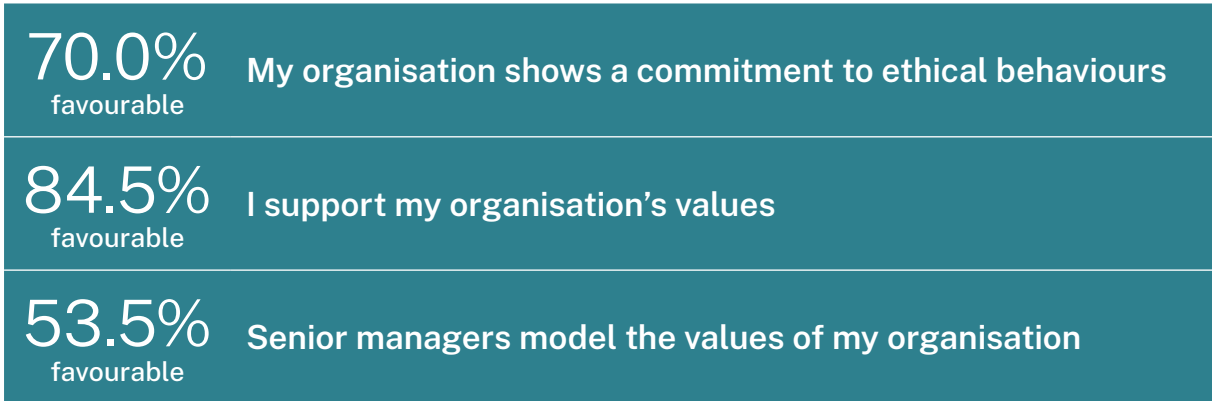
Source: People Matter Employee Survey (2022)

Flexible work

The NSW public sector aims to be a world class employer that offers employees flexible working opportunities. Since 2016, the sector has had a policy of providing flexible working arrangements on an 'if not, why not?' basis, implemented in a way that maintains or improves service delivery.

The top three flexible working arrangements in 2022 are:

- working from home
- flexible start and finish times
- working from different locations.

Hybrid working has become more commonplace for sections of the public sector workforce. This shift to greater flexibility can support both employee wellbeing and service delivery needs at the individual, team and organisational levels.

Employees' use and perceptions of flexible working arrangements, 2022 vs 2021

Use

73.5%

78.5% in 2021
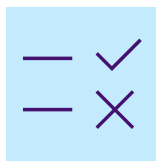
Satisfaction with access

60.4%

64.5% in 2021
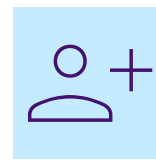
Perception of manager support

65.2%

68.3% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employee use and perceptions of flexible working arrangements, frontline vs non-frontline, 2022

Source: People Matter Employee Survey (2022)

CASE STUDY:

Women's Economic Opportunity Review

The COVID-19 Economic Recovery Strategy committed to identify and review barriers to women's economic participation and reform opportunities such as enabling greater workplace flexibility, reducing gender segregation within industries and occupations, and improving the accessibility and affordability of early childhood ser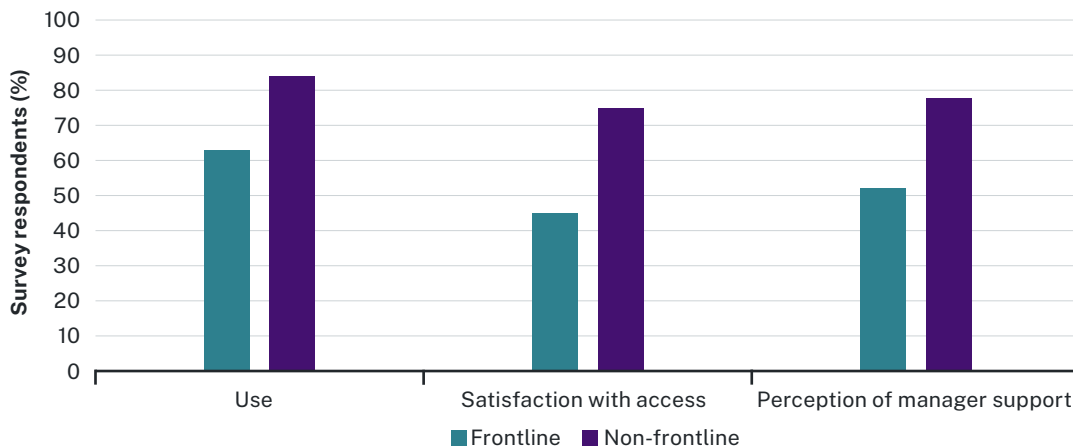vices. This commitment led to the Women's Economic Opportunity Review (the Review), an initiative jointly sponsored by the NSW Treasurer, the Minister for Women and the Minister for Education and Early Learning.

The review was conducted by NSW Treasury along with Women NSW, the Department of Education and other government agencies. NSW Treasury coordinated the Review, with subject matter experts from across government collaborating on specific streams of work.

An expert reference panel was established to provide subject matter expertise and advice. To inform the Review, NSW Treasury also sought public submissions, undertook focus groups, commissioned expert advice, and held targeted consultation with key stakeholders and representative organisations.

This consultative process led NSW Treasury to deliver the inaugural Women's Opportunity Statement as part of the 2022–23 NSW state Budget. The Statement sets out the following five strategic priority areas for reforms, which are fundamental to increasing women's economic opportunities and lifelong economic security:

1. Increase women's workforce participation: supporting more women to enter and stay in the workforce and take on more full-time roles, including by improving access to affordable early childhood education and care

2. Improve the experience of women in the workforce: closing the gender pay gap, reducing industry segregation and supporting more women to progress into leadership positions

3. Support women in small business and entrepreneurs: increasing the number and success rates of women-led small businesses and start-ups

4. Support and raise awareness of women's health needs: investing in specific health needs of women over their working lives

5. Respect for women and women's financial security: preventing harassment and violence against women in the home and workplace, and supporting victim-survivors of domestic and family violence.

One direct positive outcome for NSW public sector employees is the introduction of fertility leave and improvements to paid parental leave from 1 October 2022. These changes are intended to recognise the time demands of in-vitro fertilisation (IVF) and other reproductive treatments, to encourage parents to take a shared role in caregiving and to provide more opportunities for parents to balance family and work commitments. The new leave schemes for public sector employees will:

- provide public sector workers in NSW with access to five days of fertility treatment leave

- remove the distinction between primary and secondary carer, meaning that every parent working in the NSW public sector will be entitled to 14 weeks paid parental leave

- include an additional two weeks of bonus leave if paid parental leave entitlements are equally shared between partners

- extend the window in which paid parental leave can be taken from one year to two years.

These changes will contribute to NSW public sector employees being provided with more choices about how they balance family and work commitments. The NSW Government is the largest employer in the state and is leading by example, encouraging other workplaces to improve workplace conditions and employment opportunities for women across the state.

Misconduct

Misconduct is behaviour that is unethical or illegal, or that breaches an agency's code of conduct. The public sector's values provide a clear framework to help employees to understand what is meant by 'misconduct' and what it means for everyday work.

The People Matter survey asks employees about their experience of misconduct at work. While the overall level of misconduct encountered was low and the reporting robust, there were several reasons why people didn't report misconduct. The top three reasons were:

- I thought there would be negative consequences for me (48.1%)
- I didn't think it would make a difference (45.1%)
- I didn't think it would be confidential (38.4%).

Employees who experienced pressure to engage in misconduct, 2022 vs 2021

2.8%
2.4% in 2021
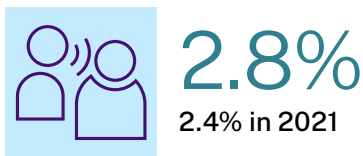
Source: People Matter Employee Survey (2021, 2022)

Proportion of employees aware of misconduct, who reported it and who had their report satisfactorily resolved, 2022 vs 2021

Aware of misconduct

15.2%
15.4% in 2021

Misconduct reported

57.7%
57.8% in 2021

Complaint resolved to satisfaction

34.7%
35.9% in 2021

Source: People Matter Employee Survey (2021, 2022)

Bullying

Reducing negative behaviours such as bullying will help build positive workplace environments and boost inclusion. While bullying in the sector has reduced over time, it remains a problem that requires continued work.

In the People Matter survey, bullying is defined as '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. Feedback on work performance, delivered in a reasonable manner, is not bullying.

Employees who witnessed or experienced bullying, who reported it and who had their report satisfactorily resolved, 2022 vs 2021

Bullying witnessed
20.9%
21.8% in 2021

Bullying experienced
13.6%
14.1% in 2021

Bullying reported
39.6%
41.5% in 2021

Complaint resolved to satisfaction
39.4%
41.3% in 2021

Source: People Matter Employee Survey (2021, 2022)

Note: Employees who experienced bullying were subsequently asked whether they reported any bullying they had witnessed or experienced.

Rates of self-reported experienced and witnessed bullying, 2018–22
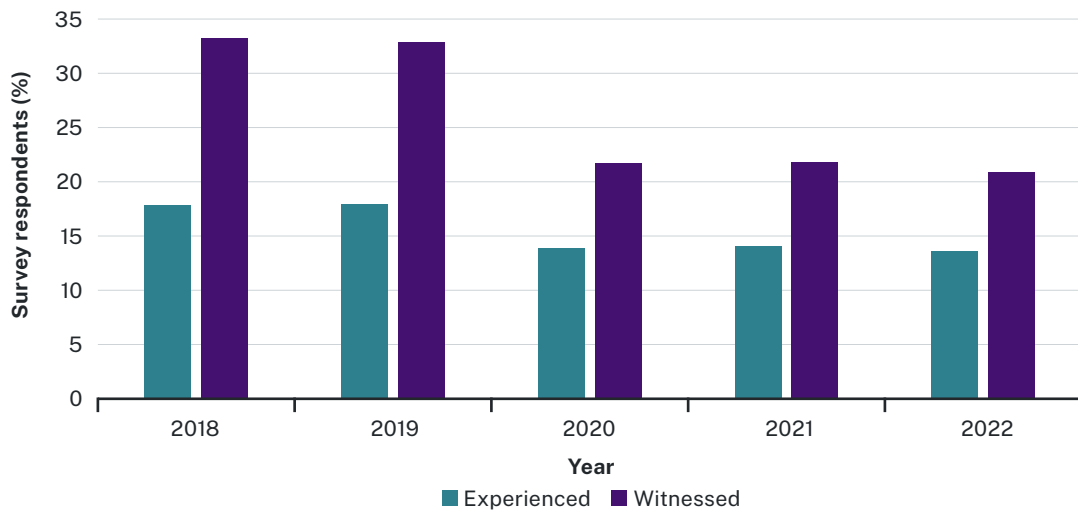
Source: People Matter Employee Survey (2018–22)

Sources of self-reported bullying incidents, 2022

38.2%	**A fellow worker at your level**
30.4%	**Your immediate manager or supervisor**
25.6%	**A senior manager**
13.7%	**Another manager**
10.3%	**A subordinate**
9.5%	**A customer**
4.6%	**A member of the public other than a customer**
5.3%	**Other**
10.7%	**Prefer not to say**

Source: People Matter Employee Survey (2022)

Note: Respondents were able to select multiple responses, so the sum of percentages in this table may be greater than 100%.

Rates of self-reported experienced bullying, by different employee groups, 2022 vs 2021
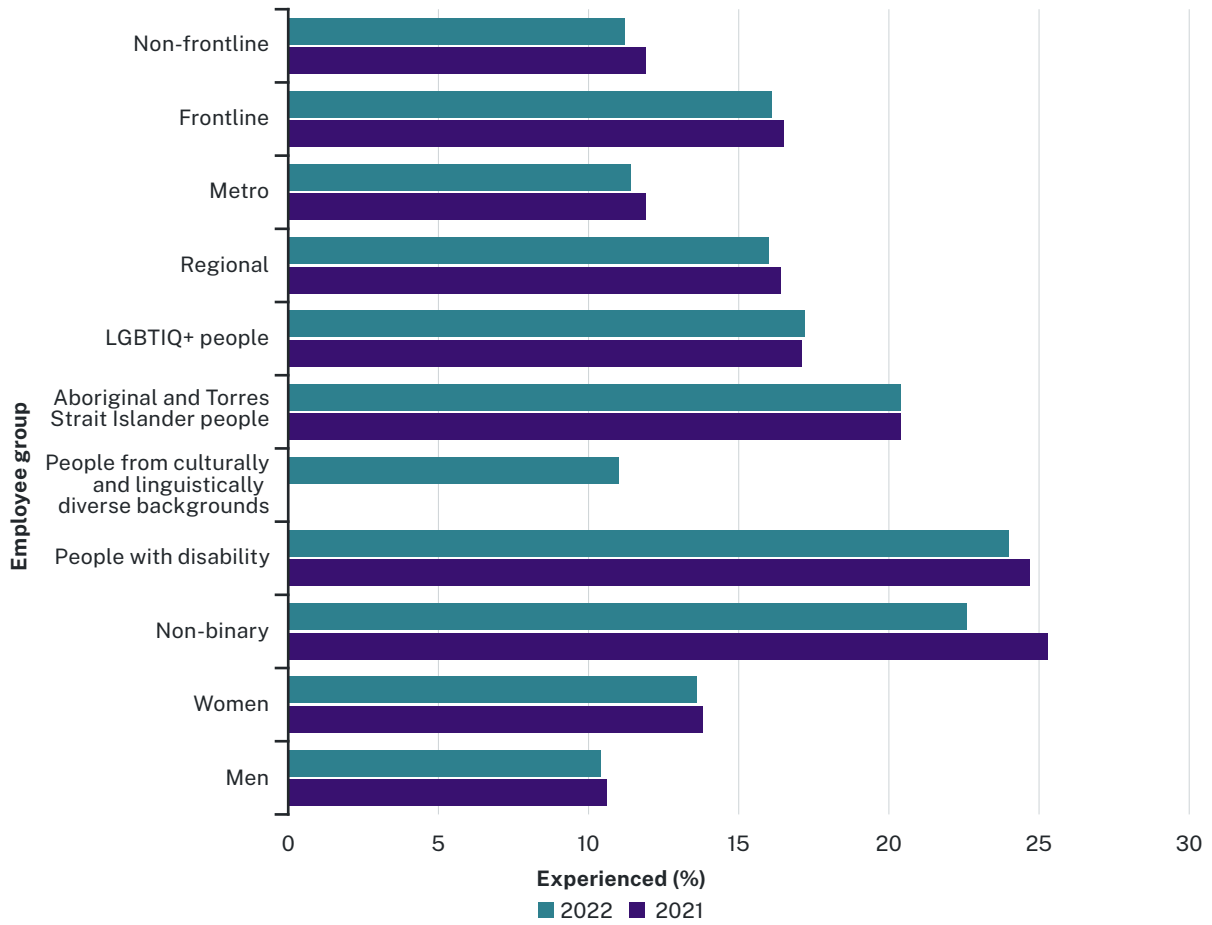
Source: People Matter Employee Survey (2021, 2022)

Note: The 2022 People Matter survey included a new question about cultural background. Therefore, 2021 comparison scores for people from culturally and linguistically diverse backgrounds are not available.

Discrimination and racism

The People Matter survey asked employees about their experiences of discrimination and racism.

Discrimination is when a person or group of people is treated less favourably than another person or group because of their background or certain personal characteristics. Racism is prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.

No unlawful discrimination or racism is ever acceptable. It is important to understand employee experiences in this area to reduce the incidence of these harmful workplace behaviours.

Employees who experienced discrimination, who reported it and who had their report satisfactorily resolved, 2022 vs 2021

Discrimination experienced

10.1%

10.1% in 2021

Discrimination reported

25.8%

25.3% in 2021

Complaint resolved to satisfaction

18.4%

17.0% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employees who experienced racism, who reported it and who had their report satisfactorily resolved, 2022 vs 2021

Racism experienced

4.7%

4.2% in 2021

Racism reported

26.9%

27.3% in 2021

Complaint resolved to satisfaction

34.7%

33.9% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employee attributes that discrimination was based on, 2022 vs 2021

27.1%	**Race**	23.1% in 2021
22.8%	**Age**	23.9% in 2021
18.8%	**Employment activity***	18.7% in 2021
14.8%	**Sex**	15.4% in 2021
10.3%	**Gender identity, sexual orientation, or lawful sexual activity**	9.4% in 2021
8.9%	**Parent or carer status**	8.6% in 2021
6.9%	**Industrial and/or political activity**	7.3% in 2021
7.3%	**Physical features**	6.7% in 2021
7.2%	**Religious belief or activity**	6.4% in 2021
6.7%	**Disability**	6.1% in 2021
4.4%	**Marital status**	3.9% in 2021
7.4%	**Personal association with someone who has any of the above attributes**	7.3% in 2021
26.1%	**Other**	28.3% in 2021

Source: People Matter Employee Survey (2021, 2022)

* Such as making a reasonable request for information about my employment entitlements, or communicating concerns about the provision of these entitlements.

Note: Respondents were able to select multiple responses, so the sum of percentages in this table may be greater than 100%.

Sexual harassment

Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated or intimidated. This kind of behaviour is unacceptable and cannot be tolerated in any form. Examples of sexual harassment include unwelcome touching, sexually suggestive comments, and inappropriate staring that may make someone feel intimidated. Unfortunately, this year the rate of experiencing sexual harassment increased slightly.

Employees who experienced sexual harassment, who reported it and who had their report satisfactorily resolved, 2022 vs 2021
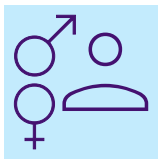
Sexual harassment experienced

4.8%

4.5% in 2021

Sexual harassment reported

22.7%

24.5% in 2021

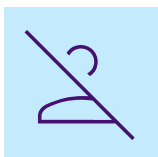**Complaint resolved to satisfaction**

43.1%

44.0% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employees who experienced sexual harassment, by gender, 2022 vs 2021
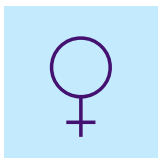
Women (yes %)

5.5%

5% in 2021
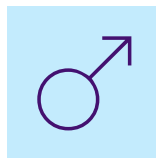
Men (yes %)

3.0%

2.7% in 2021
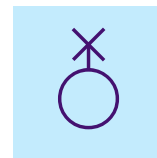
Non-binary (yes %)

13.7%

15.8% in 2021

Source: People Matter Employee Survey (2021, 2022)

Workplace health and safety

Managing workplace health and safety (WHS) involves managing risks to the health and safety of everyone in a workplace. Health refers to physical and psychological health. The NSW public sector is committed to providing a physically and mentally healthy workplace for all employees.

Employee perceptions of health and safety, 2022 vs 2021

69.3%
Favourable overall
73.2% in 2021

74.4% favourable — **I am confident WHS issues I raise will be addressed promptly**
76.4% in 2021

64.2% favourable — **There are effective resources in my organisation to support employee wellbeing**
70.0% in 2021
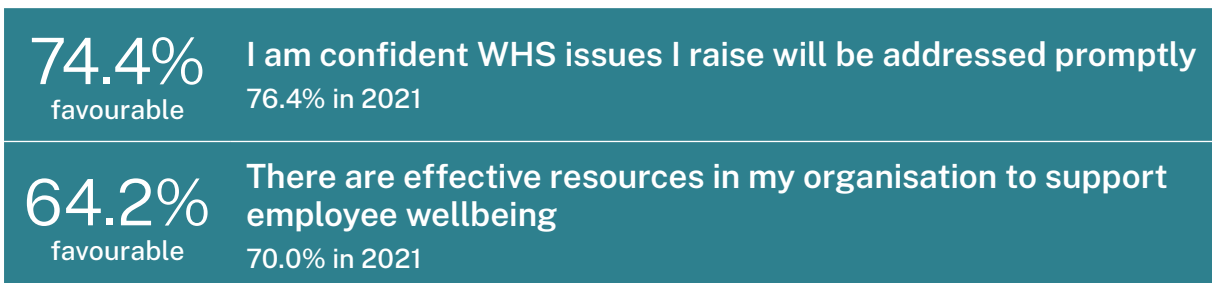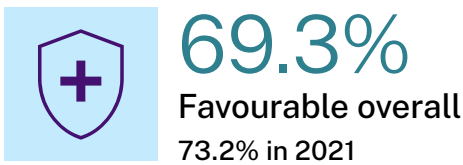
Source: People Matter Employee Survey (2021, 2022)

Our leaders

The impact that leaders have on the performance of their organisations cannot be underestimated. Leadership is critical in setting direction, executing strategy, shaping culture and employee experience, lifting capability, inspiring purpose and delivering results for our customers.

Executive numbers

Government sector senior executives (GSSEs) have formal executive roles within the Public Service and aligned government services, providing leadership, direction and accountability. A subgroup of these executives – known as Public Service senior executives (PSSEs) – work for Public Service agencies and are represented across all clusters.

An increase in the number of GSSEs in 2022 was mainly caused by a growing portfolio of major transport infrastructure projects in NSW requiring specialised executive support.

An increase in the number of PSSEs related to NSW Government investments in projects and programs to drive economic and social recovery in the wake of the COVID-19 pandemic, and the restructuring of government agencies.

Government sector senior executives, 2022 vs 2021
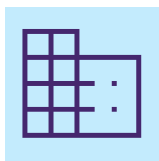
4,059
3,680 in 2021

Source: Workforce Profile (2021, 2022)

Senior executives in the Public Service, 2018–22
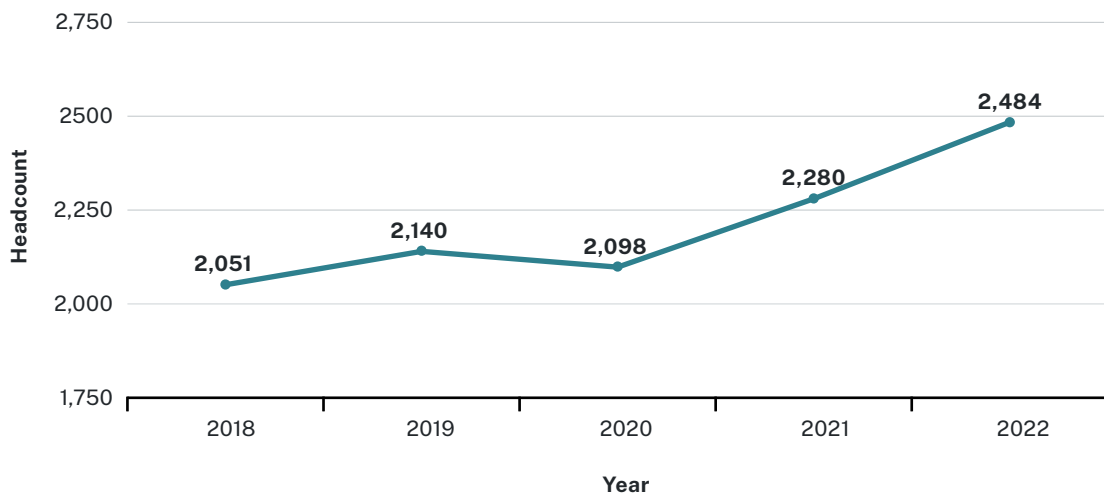
Source: Workforce Profile (2018–22)

Senior executive headcount and FTE by service, 2022 vs 2021

Service	Headcount		FTE	
	2022	**Change from 2021**	**2022**	**Change from 2021**
Public Service	2,484	8.9%	2,399	8.3%
NSW Health Service	198	-1.0%	195	-1.7%
NSW Police Force	67	-9.5%	65	-10.0%
Teaching Service	0	0.0%	0	0.0%
Transport Service	1,083	26.8%	1,009	21.7%
Other Crown services	227	-16.5%	219	-18.5%
Total government sector	**4,059**	**10.3%**	**3,887**	**8.5%**
State owned corporations	402	43.1%	397	42.2%
External to government sector	62	6.9%	61	7.6%
Total public sector	**4,523**	**12.5%**	**4,344**	**10.9%**

Source: Workforce Profile (2021, 2022)

Note: Senior executives in the Education cluster are employed under the GSE Act and are counted under Public Service in this table. The State owned corporations headcount increase is inflated due to Senior Executive numbers being understated in 2021. Taking this into account, the headcount increase for State owned corporations would be 12.8%.

Employee perceptions of senior leaders

The People Matter survey asks employees about their perceptions of the senior managers that lead their organisations. Senior managers need to manage change well, set clear direction and work with people managers to lead the workforce and deliver for customers. By embodying the sector's values, they can guide the evolution of their organisation's culture to ensure employees experience a positive working environment.

Employee perceptions of senior leaders, 2022

51.4%
Favourable overall

49.9% favourable	**Senior managers provide clear direction for the future of the organisation** -5.0pp from 2021
53.5% favourable	**Senior managers model the values of my organisation** -5.4pp from 2021
52.0% favourable	**Senior managers promote collaboration between my organisation and other organisations we work with** -4.5pp from 2021
64.6% favourable	**Senior managers communicate the importance of customers in our work** -5.6pp from 2021
44.7% favourable	**Senior managers listen to employees** -4.7pp from 2021
43.7% favourable	**Senior managers support the career advancement of all employees**

Source: People Matter Employee Survey (2021, 2022)

Note: A comparison to the 2021 overall score is not possible because one question contributing to the 2022 overall score has changed.

Employee confidence in their organisation acting on People Matter survey results, 2022 vs 2021

I am confident my organisation will act on the results of this survey

43.6%
47.1% in 2021
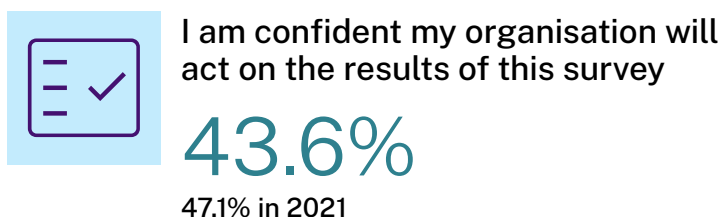
Source: People Matter Employee Survey (2021, 2022)

Communication and change management

Effective communication is proactive, timely and focuses on what employees need to know and how changes within their organisation will affect them. Good change management is vital for every organisation across the sector. Well-managed change minimises day-to-day disruptions to everyday work and lives.

Employee perceptions of communication and change management, 2022 vs 2021

54.6%
Favourable overall
57.9% in 2021

74.6% favourable	**My manager communicates effectively with me** -0.6pp from 2021
38.8% favourable	**Change is managed well in my organisation** -4.1pp from 2021
49.9% favourable	**Senior managers provide clear direction for the future of the organisation** -5.0pp from 2021

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

People management

Effective people managers are essential to high-performing organisations. They're vital for achieving positive workforce outcomes and delivering a world class public service to the people of NSW. A high-performance culture is underpinned by an effective system for managing individual, team and organisational performance.

Employees with a performance and development plan in place, 2022 vs 2021

71.3%
73.4% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employees who have had formal or informal feedback conversations with their manager, 2022 vs 2021

Formal
63.1%
65.0% in 2021
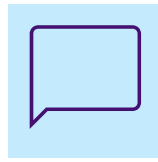
Informal
78.8%
80.2% in 2021

Source: People Matter Employee Survey (2021, 2022)

Employee perceptions of feedback and performance management, 2022 vs 2021

55.4%
Favourable overall
57.2% in 2021

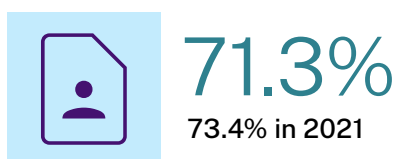|	
63.0% favourable	**In the last 12 months, I have received feedback to help me improve my work** -1.8pp from 2021
54.5% favourable	**My performance is assessed against clear criteria** -2.8pp from 2021
48.4% favourable	**My manager appropriately deals with employees who perform poorly** -1.0pp from 2021

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude one question that was not used in the 2022 People Matter survey.

Employee perceptions of workplace recognition, 2022 vs 2021

70.4% favourable	**My manager provides recognition for the work I do** -2.2pp from 2021
49.5% favourable	**I receive adequate recognition for my contributions from my organisation** -2.9pp from 2021

Source: People Matter Employee Survey (2021, 2022)

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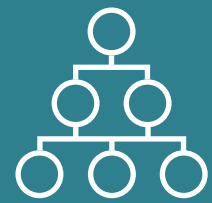
Our organisations strive to deliver high-quality services to the people of NSW. To do this, they need to attract and recruit top talent and ensure that organisational structures are effectively designed to achieve stated strategies and missions.

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 know how their individual contribution adds value in the overall mission of delivering for our customers. This in turn, will increase employee engagement.

My manager communicates how my role contributes to my organisation's purpose, 2022 vs 2021

68.3%
67.8% in 2021
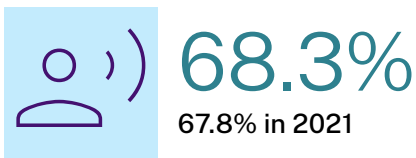
Source: People Matter Employee Survey (2021, 2022)

Governance, risk and innovation

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

- Governance encompasses the rules, processes and systems by which an organisation is controlled and operates. Broadly, it includes decision-making, responsibility, engagement and accountability for both the organisation as a whole and individuals. Accountability is one of the four core NSW public sector values.

- Risk implies the potential for uncertainty or deviation from expected outcomes. While risk is often seen as a negative, it can strategically provide opportunities for an organisation.

- 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 as does diversity and inclusive work practices.

Employee perceptions of decision-making and accountability, 2022 vs 2021

71.7% favourable	**I have confidence in the decisions my manager makes** -0.9pp from 2021
48.4% favourable	**People in my organisation take responsibility for their own actions** -1.4pp from 2021
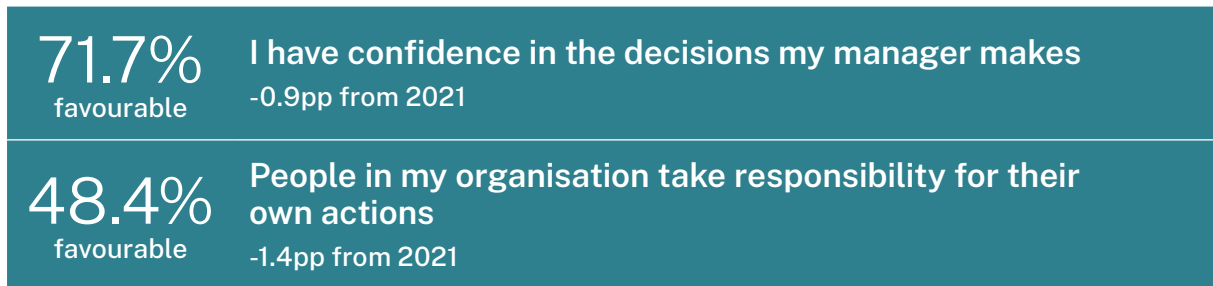
Source: People Matter Employee Survey (2021, 2022)

Employee confidence in their organisation's ability to handle grievances fairly and objectively, 2022

52.9% favourable	**If I raised a grievance in my organisation, it would be handled in a fair and objective manner**
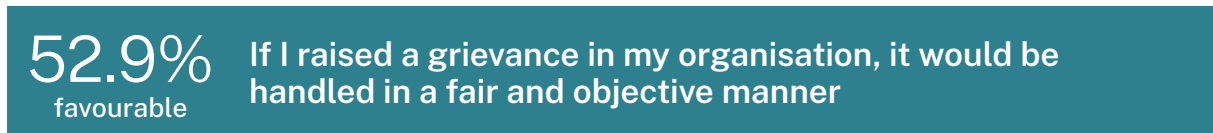
Source: People Matter Employee Survey (2022)

Employee perceptions of risk and innovation, 2022 vs 2021
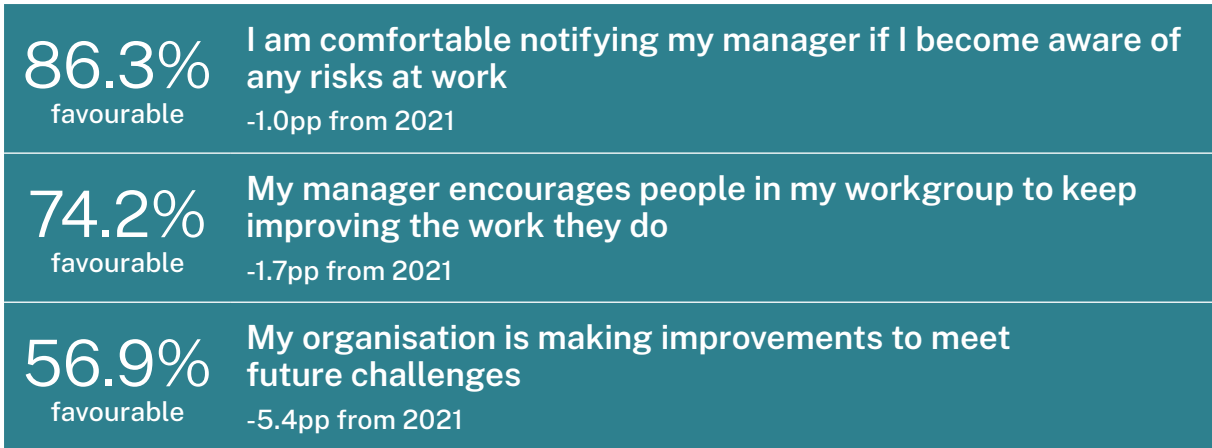
72.7%
Favourable overall
75.4% in 2021

86.3% favourable	**I am comfortable notifying my manager if I become aware of any risks at work** -1.0pp from 2021
74.2% favourable	**My manager encourages people in my workgroup to keep improving the work they do** -1.7pp from 2021
56.9% favourable	**My organisation is making improvements to meet future challenges** -5.4pp from 2021

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

Organisational and role design

Organisational and role design involves defining organisational structures, employee roles and workforce plans to support the business to deliver results. This information ensures an agency has the structure and workforce capability that will enable it to effectively deliver services to customers.

Employee perceptions of job purpose and enrichment, 2022 vs 2021

70.5%
Favourable overall
71.8% in 2021

63.0% favourable	**In the last 12 months, I have received feedback to help me improve my work** -1.8pp from 2021
79.3% favourable	**My job gives me opportunities to use a variety of skills** -1.7pp from 2021
71.3% favourable	**I have a choice in deciding how I carry out day-to-day work tasks** -2.0pp from 2021
68.3% favourable	**My manager communicates how my role contributes to my organisation's purpose** 0.5pp from 2021

Source: People Matter Employee Survey (2021, 2022)

CASE STUDY:

COVID-19 self-reporting platform eases pressure on pathology services and hospitals, enabling customers to lead their own care

The surge in COVID-19 cases over the 2021 holiday period meant that pathology testing centres across NSW were struggling to cope. People using Rapid Antigen Test (RAT) kits at home began presenting to hospitals in large numbers, concerned about their symptoms and test results. Emergency departments and ambulance services were overwhelmed by concerned patients who, with the right information and support, could have safely monitored and recovered at home.

The NSW Government responded to this by pivoting from a hospital-based response to a community health and self-care model of testing and care provision. To provide timely access to life-saving therapies for those at increased risk, the NSW Government needed a screening method and a process to implement mandatory reporting of RAT results.

To achieve this, the NSW Department of Customer Service (DCS) and NSW Health collaborated to rapidly deliver a digital solution that enabled people to:

- register a positive test
- screen themselves for risk
- access care providers through NSW Health where required.

DCS and NSW Health had already established a strong working relationship while collaborating on other challenges posed by COVID-19. They had worked together on the COVID Safe Check-In system and on announcing updates to public health orders via various communications channels. DCS and NSW Health leveraged their partnership to provide a digital solution that supported the mandatory reporting of RAT results.

This work was paired with an extensive communications strategy. Accessible messages were provided to the community through social media posts and radio announcements – most of which were translated into multiple languages to support people from culturally and linguistically diverse communities.

A steering committee helped deliver fast decisions on community needs and issues, with weekly forums to give updates on progress. Hybrid teams from DCS and NSW Health worked together daily to address these issues and discuss support measures.

This collaboration resulted in the establishment of a world-first RAT registration and screening program that has been replicated across many other Australian jurisdictions. Strong and consistent engagement with community clinical teams, and DCS's unwavering focus on the needs of the customer, ensured the solution was fit for purpose. The registration and screening process continues to connect people to potentially life-saving therapies early in their illness.

The reporting platform has recorded 1,848,722 positive RAT results registered through the Service NSW website and mobile app as of 12 September 2022. Customer satisfaction with this program was rated at 98.1 per cent. According to NSW Health, about 45 per cent of COVID-19 cases identified in NSW were reported by way of RAT self-registrations.

The rapid implementation of the screening program immediately relieved pressure on hospital emergency departments and ambulance services. It also provided reassurance and access to resources for worried patients. More than 30,000 calls and 2,000 emails regarding general enquiries and assistance were answered by Service NSW Contact Centre and middle office teams.

Over 100,000 patients have been proactively connected with Hospital in the Home and NSW COVID-19 community care teams to receive elevated levels of care. Around 24,000 eligible patients have connected with NSW Health care providers to access potentially lifesaving COVID-19 antiviral therapies. More than 394,000 cases were referred to NSW Health clinicians for further assessment based on risk factors identified through the secondary screening surveys. The release of the reporting platform also helped NSW to further open up after movement restrictions eased, helping to restart the economy.

The dedication and hard work demonstrated by this collaboration between NSW Health and DCS has potentially paved the way for future responses to healthcare challenges. Their work will be significant when dealing with challenges requiring cross-sector collaboration, strong public engagement, and timely connection to healthcare pathways.

Employee perceptions of role clarity and support, 2022 vs 2021

64.1%
Favourable overall
66.7% in 2021
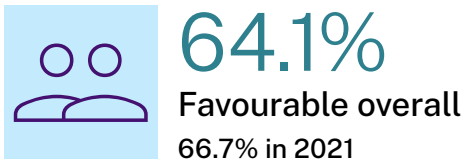
84.3% favourable	**I understand what is expected of me to do well in my job** -1.0pp from 2021
62.8% favourable	**I get the support I need to do my job well** -3.1pp from 2021
67.9% favourable	**I have the tools and technology to do my job well** -3.1pp from 2021
52.1% favourable	**I have the time to do my job well** -3.9pp from 2021
54.5% favourable	**My performance is assessed against clear criteria** -2.8pp from 2021
63.0% favourable	**I have received the training and development I need to do my job well** -1.8pp from 2021

Source: People Matter Employee Survey (2021, 2022)

Employee perceptions of being paid fairly for the work they do, 2022 vs 2021

47.6%
58.8% in 2021
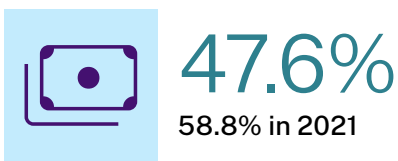
Source: People Matter Employee Survey (2021, 2022)

CASE STUDY:

Delivering COVID-19 vaccinations to vulnerable communities

Mid-pandemic, NSW Health, the Department of Communities and Justice (DCJ) and local support services reached out to rough sleepers, social housing tenants and other vulnerable members of the Illawarra and Shoalhaven communities to offer them COVID-19 vaccinations. The response they received was one of the best in the state, and demonstrates the power of mobile clinics, targeted communication, and genuine collaboration to save lives.

In September and October of 2021, the Delta variant of COVID-19 was rife. Australian vaccination rates were still comparatively low and rising COVID-19 cases and hospitalisations were causing serious concern. Worryingly, those most at risk were not getting the vaccines, with COVID-19 spreading fast in social housing and other vulnerable communities despite availability of mass vaccination centres and other immunisation clinics.

The DCJ had contact details for social housing tenants, and NSW Health had data on people's vaccination status. Bringing this information together proved to be a powerful tool.

The DCJ used public housing location data statistics to target SMS notifications, conduct door knocks, and distribute flyers and information to social housing tenants. The Illawarra and Shoalhaven local Public Health Unit was then able to use DCJ information to set up clinics in these locations in places that were easy to access for those who might otherwise find it difficult to get vaccinated. Those locations included public housing blocks, community centres, parks, car parks, homeless hubs, specialist homeless services and crisis/transitional homeless accommodation services.

The DCJ and Health teams ensured communication strategies and promotional material used were simple to read, tailored and accommodated different levels of health literacy. No bookings were needed. Support workers staffed sites, and interpreters were called in when required. The vaccination team also linked with existing services such as Kind Heart

Illawarra meal service, Aboriginal and Torres Strait Islander services and cultural centres, mosques and churches.

The program significantly increased the COVID-19 vaccination coverage for vulnerable people, as well as the wider community in the region, achieving one of the highest rates of vaccination in social housing tenants in the state.

"Our team of immunisers were incredibly passionate about reaching people who otherwise couldn't, or wouldn't, access a COVID-19 vaccine. Going out into the community, it became about so much more than just providing a vaccine. We were meeting people in their own environment, where they felt safe, which meant it was really important that we respected their trust in allowing us into that space."

– Program coordinator

In total, 7,493 vaccination doses were delivered over three months, including to Aboriginal and Torres Strait Islander communities and those impacted by mental health, and drug and alcohol issues. Of the vaccines administered, 2,771 were given to social housing tenants, the homeless and those in specialist homeless services.

Significantly, the DCJ social housing vaccination rates in the local district significantly improved from 58% having dose 1 (in September 2021) to 84% (November 2021), and from 31% to 81% for dose 2 over the same period.

The program has been replicated to include other important immunisations, such as for influenza. Its success highlights the potential effectiveness of going out into vulnerable communities to deliver public health initiatives rather than expecting clients – who may lead itinerant lifestyles or be fearful of authority – to present for vaccinations in established clinics with complex booking systems.

Recruitment

Recruitment is the process of attracting, screening and onboarding people. It is a high-volume activity for the sector, which is the largest employer in Australia. In 2022, there were over 40,000 roles advertised across the sector, an increase of 39.4% from 2021.

Growing the sector's capabilities means recruiting the right people. Time to hire has decreased each year since 2017 and is now at a record low of 34.4 days.

Number of roles advertised, 2022

44,397

Source: Recruitment data collection (2022)

Note: Recruitment data is collected from public sector agencies' source systems where available. The main exclusions are the Health cluster, most of the former Industry cluster from 2017 to 2019, and most of the Transport cluster in 2021.

Average time to hire for roles with single openings, 2018–22
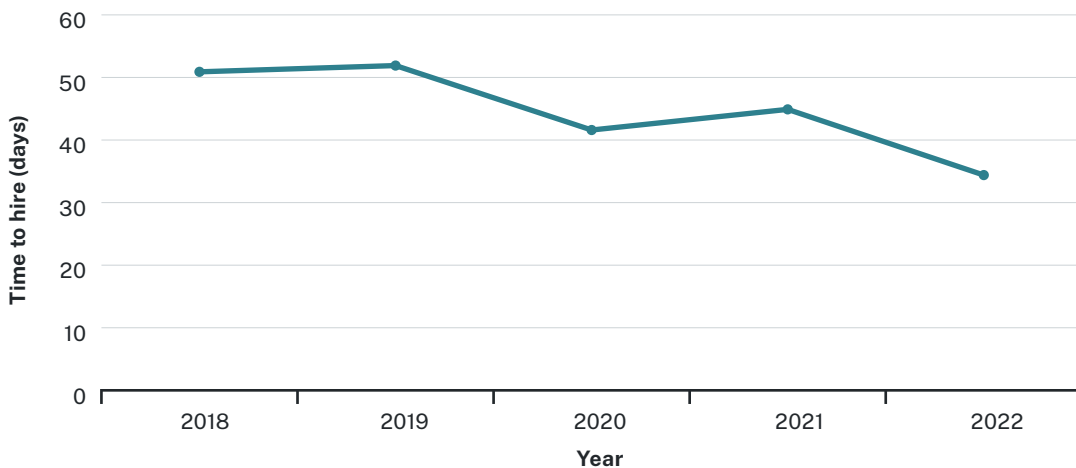
Source: Recruitment data collection (2018–22)

Employee perceptions of recruitment, 2022 vs 2021

44.1% favourable — **My organisation makes fair recruitment and promotion decisions***

52.7% favourable — **My organisation generally selects capable people to do the job** -2.2pp from 2021
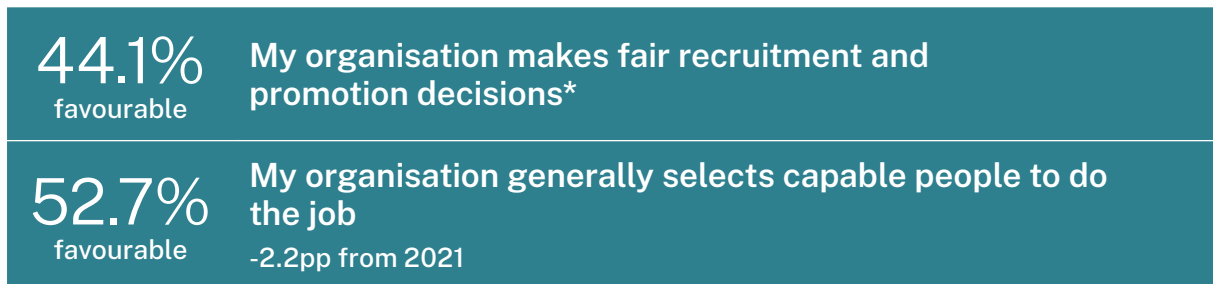
Source: People Matter Employee Survey (2021, 2022)

* This question was new in the 2022 People Matter survey, therefore the 2021 comparison score is not available.

CASE STUDY:

A proactive policing response for community members with a mental health condition

Mental health continues to be a significant health issue across NSW communities. Over the past year, the NSW Police Force Mental Health Intervention Team (MHIT) has improved the response capability of police officers and other frontline employees when they interact with members of the community with a mental illness.

Between 2015 and 2018 there was an increase in fatal outcomes during interactions between people with a mental illness and police. In response, the NSW State Coroner recommended improvements to first responder training, and the MHIT developed and implemented innovative training for police officers and other frontline employees. The training includes de-escalation techniques and referral options for people with mental illness in contact with the police.

The NSW Police Force developed this training in collaboration with the NSW Ministry of Health and NSW Ambulance. The collaboration identified key opportunities for change by investigating two decades of coronial recommendations relating to fatal outcomes between police officers and people with a mental illness. The review built an evidence base that was used to develop the Enhanced Policing Practice Model (EPPM), which was jointly launched by NSW Ambulance and NSW Police in 2019.

The EPPM is designed to enhance the capacity of first responders when they encounter highly distressed people with mental illness in high-risk situations. The program seeks to improve first responder awareness of their own psychological responses to stress and decision making under pressure, encouraging a more authentic response. The model is underpinned by three principles of de-escalation: time, safe distance and effective communication. It favours a 'care and treatment approach' over a singular enforcement approach. It challenges the misconceptions surrounding mental illness and seeks to promote a joint agency response to deliver better outcomes for people with mental illness.

To date, the NSWPF MHIT has trained 3,000 officers from across the state. Those who have completed the program are accredited as specialist Mental Health Intervention Officers and are clearly identified with the help of a metal MHIT badge, worn above their name plate. Upon graduation, the officers become prioritised first responders to mental health–related incidents within their commands. The MHIT has also trained one inspector/duty officer within each of the 32 Police Area Commands and 26 Police Districts across NSW. These officers assume the role of Mental Health Contact Officer and local advocate for mental health-related issues.

"One thing that stood out for the MHIT staff when delivering the course, was the ability of Police Officers to enhance their already well developed communication skills to include empathy, acknowledgement of stigma and demonstrate authenticity to persons experiencing acute distress."
– MHIT Manager

In December 2021, an evaluation of the EPPM identified a 43.0% reduction in critical incidents and a 22.0% reduction in complaints about the use of force on people with a mental illness since 2017. The evaluation rated satisfaction and increased skills of police officers.

Many elements of the EPPM training are transferable across agencies. With this in mind, the MHIT has asked the NSW Police Force senior executive team to widen the scope of the training to include all NSW Health paramedics and mental health clinicians, in a program scheduled for late 2022.

Mobility

Exploring new employment opportunities is an exciting part of the *I Work for NSW* employee value proposition. Having a mobile workforce makes it easier to redeploy resources to match priorities and respond effectively to change and emerging trends. It is an effective way to get the right person into the right job quickly, and to infuse innovative ideas and practices into a workplace.

Employee mobility is also widely regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain capability and know-how.

Employees who moved to another agency, 2022 vs 2021

2.3%
1.8% in 2021
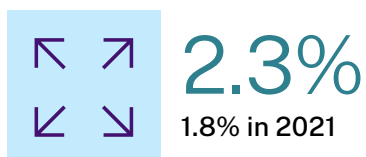
Source: Workforce Profile (2021, 2022)

Employees considering another role within the sector, 2022 vs 2021

41.3%
38.0% in 2021
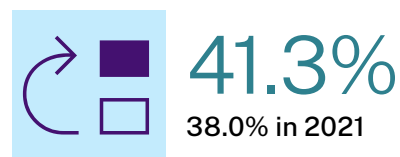
Source: People Matter Employee Survey (2021, 2022)

Employee perceptions of the barriers to moving to another role, 2022 vs 2021

27.0%	**Lack of visible opportunities** 28.6% in 2021
26.9%	**Lack of promotion opportunities** 27.4% in 2021
11.5%	**Lack of support from my manager or supervisor** 11.0% in 2021
24.1%	**Geographic location considerations** 23.8% in 2021
30.5%	**Personal or family considerations** 28.9% in 2021
14.7%	**Insufficient training and development** 14.3% in 2021
11.9%	**Lack of required capabilities or experience** 11.9% in 2021
14.3%	**Lack of support for temporary assignments or secondments** 13.7% in 2021
22.5%	**The application or recruitment process is too cumbersome or time-consuming** 21.4% in 2021
9.8%	**Other** 9.8% in 2021
28.2%	**There are no major barriers to my career progression** 28.8% in 2021

Source: People Matter Employee Survey (2021, 2022)

Digital and customer service

A key measure of the performance of the NSW public sector is customer satisfaction. The various 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 annual *State of the Customer* report details work towards the NSW government's goal of delivering easy, effective and trustworthy government services. The scores below indicate the ease, satisfaction and trust that individual customers have with NSW Government services.

Customer perceptions of NSW Government services

77%
of customers find it **easy** to interact with NSW Government services
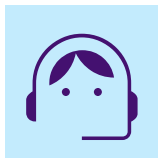
75%
of customers are **satisfied** with their experience with NSW Government services

73%
of customers **trust** NSW Government services are working in their best interests

Source: State of the Customer report (2022)

Employee perceptions of customer service, 2022 vs 2021

69.8%
Favourable overall
72.9% in 2021

68.6% favourable	**I am empowered to make the decisions needed to help customers and/or communities** -2.1pp in 2021
81.3% favourable	**People in my workgroup can explain how our work impacts customers** -0.1pp in 2021
64.6% favourable	**Senior managers communicate the importance of customers in our work** -5.6pp in 2021
56.7% favourable	**The processes in my organisation are designed to support the best experience for customers** -4.0pp in 2021
82.4% favourable	**My workgroup considers customer needs when planning our work** -0.9pp in 2021
63.7% favourable	**My organisation meets the needs of the communities, people and businesses of NSW** -6.2pp in 2021

Source: People Matter Employee Survey (2021, 2022)

Collaboration

The 14 Premier's Priorities cannot be achieved by a single agency operating in isolation. 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 also share 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 declined slightly since 2021. This may be due to the sector continually adapting to hybrid ways of working.

Employee perceptions of teamwork and collaboration, 2022 vs 2021

62.0%
Favourable overall
64.4% in 2021

78.9% favourable	**My workgroup works collaboratively to achieve its goals** -0.3pp in 2021
54.2% favourable	**There is good cooperation between teams across my organisation** -2.5pp in 2021
52.0% favourable	**Senior managers promote collaboration between my organisation and other organisations we work with** -4.5pp in 2021

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

CASE STUDY:

Regional NSW 2022 flood response

The 2022 floods in the Northern Rivers region of NSW were the worst on record, requiring flood response teams to mobilise to help communities deal with the consequences. Then, when flooding struck the Hawkesbury and Nepean rivers while clean-up efforts were underway on the North Coast, the Department of Regional NSW (DRNSW) flood response teams mobilised immediately to respond to a second natural disaster.

The challenges were immense. Private and public infrastructure was damaged or contaminated, the road network and access across the region was significantly compromised. The NSW Public Works Engineering Emergency Management teams mobilised to undertake site inspections and engineering assessments of damaged buildings, infrastructure, and land slips. Massive amounts of waste were piled near houses and power lines, and around water services. It had to be removed quickly to minimise the risks of contamination. Individuals and businesses needed immediate physical and financial support.

NSW Public Works needed to develop procurement processes, manage multiple contractors, and coordinate complex logistics to mobilise crews in collaboration with Local councils and others to undertake emergency repair works to critical public infrastructure like water treatment plants, and to commence the huge waste clean-up process.

During 2021 floods, NSW Public Works had developed new efficient approaches to bulk waste removal. Learning from and building on this approach enabled waste to be removed 5 times quicker in 2022. At the height of the operation there were 113 clean-up crews on the ground and 372 trucks operating. Around 218,100 tonnes of rubbish were removed in 32,000 truck movements.

The whole DRNSW operation required significant cross-agency effort and a vast amount of consultation. NSW Public Works worked closely with numerous government agencies to provide a coordinated response from the emergency headquarters. The Regional Development and Programs (RDP) team simultaneously engaged local stakeholders to help prioritise response efforts. This included facilitating forums with the general managers and mayors of local councils; organising industry roundtables and multiple subcommittees who met to tackle specific aspects of the recovery, such as the State Recovery Waste and Environment subcommittee; and engaging with commercial landlords to understand their needs.

The RDP team also worked rapidly in collaboration with government, communities, and stakeholders to design and develop financial assistance packages. They conducted face-to-face workshops and market research to identify supply chain issues and funding needs. This enabled the RDP and Public Works teams to develop the Flood Property Assessment Program to help homeowners assess damage and arrange demolition services if needed. With Resilience NSW and DPE, the DRNSW teams were heavily involved in the procurement and implementation of the Flood Response – Temporary Housing Programs to provide temporary homes to displaced people. The assistance programs delivered $802 million in support packages for businesses, landholders, primary producers, and local councils and helped support rebuilding efforts.

With this coordinated effort, DRNSW was able to efficiently remove potential health and safety hazards and respond directly to community needs. Its work was carried out under intense public scrutiny, and often under the pressure of tight deadlines. The solution to each challenge required a multi-agency response that demonstrated the benefits of close collaboration, pooled expertise, and sustained resourcing capabilities – showing government agencies could work together to provide the most appropriate response during a crisis.

References

Accenture (2020), 'A dynamic workforce for data-drive transformation', accessed 20 October 2022, https://www.accenture.com/au-en/insights/applied-intelligence/data-driven-transformation.

Australian Bureau of Statistics (2018a), 'Table 1.3 Persons with disability, by age and sex–2012, 2015 and 2018, proportion of persons', [time series spreadsheet], Disability, Ageing and Carers, Australia: New South Wales, 2018, accessed 29 September 2022.

Australian Bureau of Statistics (2018b), 'Table 9.1 Employed persons aged 15–64 years, living in households, disability status, by employment characteristics–2018, estimate', [time series spreadsheet], Disability, Ageing and Carers, Australia: New South Wales, 2018, accessed 29 September 2022.

Australian Bureau of Statistics (2021a), 'Age of population single year, labour force status', [Census TableBuilder], New South Wales (STE) (State/Territory), accessed 13 October 2022.

Australian Bureau of Statistics (2021b), 'Table 1. Median age, sex ratio and broad age groups, by SA2 and above (ASGS2021), 2021', Regional population by age and sex, accessed 29 September 2022.

Australian Bureau of Statistics (2021c), 'Table G09c: Country of birth of person by age by sex, general community profile', 2021 Census Community Profile, New South Wales (STE) (State/Territory), accessed 29 September 2022.

Australian Bureau of Statistics (2021d), 'Table W05c: Status in employment by country of birth of person by sex, Working Population Profile', 2021 Census Community Profile, New South Wales (STE) (State/Territory), accessed 13 October 2022.

Australian Bureau of Statistics (2021e), 'Age of population, Indigenous status, single year, labour force status' [Census TableBuilder], New South Wales (STE) (State/Territory), accessed 13 October 2022.

Australian Bureau of Statistics (August 2022a), 'Table 16. Labour force status by labour market region (ASGS) and sex', [time series spreadsheet], Labour Force, Australia, Detailed, accessed 29 September 2022.

Australian Bureau of Statistics (August 2022b), 'Table 1: RM1 – Labour force status by age, labour market region (ASGS) and sex, October 1998 onwards, [time series spreadsheet], Labour Force, Australia, Detailed, accessed 29 September 2022.

Australian Bureau of Statistics (March 2022c), 'Table 4. Estimated resident population, states and territories (Number)', [time series spreadsheet], 3101.0 National, state and territory population, accessed 29 September 2022.

Australian Bureau of Statistics (June 2022d), 'Table 4. Labour force status by sex, New South Wales – trend, seasonally adjusted and original', [time series spreadsheet], 6202.0 Labour Force, Australia, Detailed, accessed 29 September 2022.

Australian Bureau of Statistics (July 2022e), 'Aboriginal and Torres Strait Islander people: Census of Population and Housing: Census article – Aboriginal and Torres Strait Islander population summary, 2021', Data table for Census article – Aboriginal and Torres Strait Islander population summary, accessed 29 September 2022.

Australian Public Service Commission (2021), APS Employee Census 2021, accessed 8 November 2022, https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-employee-census-2021

Diversity Council Australia (2017), Business case for diversity and inclusion, viewed 26 October 2022, https://www.dca.org.au/di-planning/getting-started-di/business-case-diversity-inclusion.

Gallup (2022), State of the Global Workplace: 2022 Report, accessed 20 October 2022, https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx#ite-393245.

NSW Government (2022), State of the Customer report, accessed 20 October 2022, https://www.nsw.gov.au/state-of-the-customer.

Qualtrics[XM] (2022), 2022 Employee Experience Trends Report, accessed 20 October 2022, https://success.qualtrics.com/rs/542-FMF-412/images/Qualtrics%20-%202022%20Employee%20Experience%20Trends%20Report.pdf?utm_medium=email&utm_source=marketo&utm_campaign=2021-11--amr--content-downloads--ex--report--2022-ex-trends&utm_content=confirmation&mkt_tok=NTQyLUZNRi00MTIAAAGG1A3TWkKd__SiV2WT05zlPoiQioV35yxyITPuxoVW-iDEgQy1Qg9c6QXdR55iYa27BuH0TqFqPvY5BFwUG6HcG5ICxh-MpzWcUcUxHm9j28nDBLTP.

Queensland Public Service Commission (2021), Working for Queensland survey, accessed 8 November 2022, https://www.forgov.qld.gov.au/__data/assets/pdf_file/0027/247392/Queensland-Public-Sector-2021-working-for-queensland-survey-report.pdf.

State of the NSW Public Sector Report 2022