

# People Matter

NSW Public Sector  
Employee Survey 2023

Portfolio Report

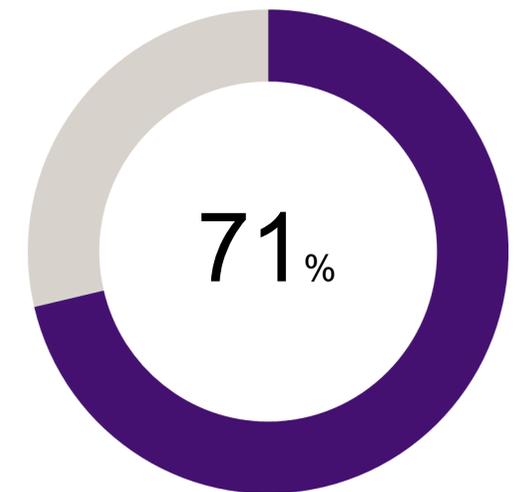
## Environment and Planning

Survey period: 21 August to 15 September 2023

Completed surveys: 9,144

Response rate: 71% -2 compared to 2022

Response rate:



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## High level results

Discover key employee experience insights

## Headline results for key topics

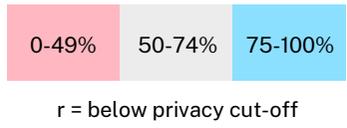
These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



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

See 'Additional information about the survey' for interpretation guidance and details about the survey model.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<b>Role clarity and support</b> <b>66%</b> 2022 +1 (65%)	<b>Teamwork and collaboration</b> <b>68%</b> 2022 +1 (67%)	<b>Recruitment</b> <b>53% !</b> 2022 -	<b>Senior managers</b> <b>59% !</b> 2022 +2 (58%)	<b>Employee engagement</b> <b>69</b> 2022 +1 (67)
<b>Job purpose and enrichment</b> <b>78% *</b> 2022 +1 (77%)	<b>Inclusion and diversity</b> <b>74%</b> 2022 -	<b>Learning and development</b> <b>60%</b> 2022 +2 (58%)	<b>Decision making and accountability</b> <b>67%</b> 2022 0 (67%)	<b>Job satisfaction</b> <b>73%</b> 2022 +1 (72%)
<b>Risk and innovation</b> <b>78%</b> 2022 +1 (77%)	<b>Flexible working</b> <b>87% *</b> 2022 +1 (86%)	<b>Pay</b> <b>66%</b> 2022 +2 (64%)	<b>Communication and change management</b> <b>60%</b> 2022 -	<b>Wellbeing</b> <b>62%</b> 2022 -
<b>Ethics and values</b> <b>84% *</b> 2022 -	<b>Grievance handling</b> <b>70%</b> 2022 -	<b>Recognition</b> <b>72%</b> 2022 +3 (69%)	<b>Employee voice</b> <b>73%</b> 2022 -	<b>Customer service</b> <b>72%</b> 2022 0 (72%)
	<b>Health and safety</b> <b>76%</b> 2022 -2 (78%)	<b>Feedback and performance management</b> <b>60%</b> 2022 +3 (57%)	<b>Action on survey results</b> <b>53% !</b> 2022 0 (53%)	



## Highest and lowest scoring questions

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

<span>+</span> Questions with the highest favourable scores			2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace	96%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	91%	0
Ethics and values	7r	I support my organisation's values	91%	+3
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	88%	-
Flexible working	8f	My manager supports flexible working in my team	88%	+1
<span>-</span> Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation	39%	+4
Wellbeing	1n	I feel burned out by my work (disagree)	41%	+1
Recruitment	7g	My organisation makes fair promotion decisions	45%	-
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	51%	0
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	51%	0

### Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Most and least improved questions

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

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

+ Most improved questions			2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation	39%	+4
Recognition	7p	I receive adequate recognition for my contributions from my organisation	63%	+4
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	81%	+4
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	58%	+4
Ethics and values	7r	I support my organisation's values	91%	+3
- Least improved questions			2023 % favourable	difference from 2022
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	77%	-5
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	55%	-2
Role clarity and support	1c	I have the tools and technology to do my job well	66%	-2
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	70%	-1
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	84%	-1

### Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Key drivers of engagement

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

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

Topic	Engagement key driver questions		2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	61%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	60%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	63%	Improve
Communication and change management	7s	I am supported through changes that affect my work	64%	Improve
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	81%	Maintain
Employee voice / Senior managers	6e	Senior managers listen to employees	54%	Improve

r = below privacy cut-off

## Results by topic

Discover more about your results

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Employee engagement (total score)*</b>				<b>69</b>	<b>+1</b>	<b>+4</b>
7k I would recommend my organisation as a great place to work	73	17	10	73%	+2	+10
7l I am proud to tell others I work for my organisation	76	17	7	76%	+2	+6
7m I feel a strong personal attachment to my organisation	63	24	12	63%	+1	+3
7n My organisation motivates me to help it achieve its goals	62	25	13	62%	+2	+7
7o My organisation inspires me to do the best in my job	62	25	13	62%	+2	+6

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



r = below privacy cut-off

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

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

### 19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector
Less than 1 year		9%	0	+1
1 year to less than 2 years		10%	0	+1
2 years to less than 5 years		24%	0	+4
5 years to less than 10 years		27%	0	+2
10 years to less than 20 years		19%	0	-3
More than 20 years		11%	+1	-4

### 19o What best describes your plans involved with leaving your current organisation?

I am planning to retire		8%	-	-5
I am applying for/intend to apply for new roles in another NSW public sector organisation		40%	-	+7
I am applying for/intend to apply for roles in the private sector		14%	-	-5
I am applying for/intend to apply for new roles in the not for profit / community sector		3%	-	0
It is the end of my non-ongoing, casual or contracted employment		16%	-	+7
Other		19%	-	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

### 19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)

		2023 % respondents	difference from 2022	difference from Sector
There are a lack of future career opportunities in my organisation		36%	-	+6
Senior leadership is of a poor quality		20%	-	-3
I am not satisfied with the work		19%	-	+2
I am looking to further my skills in another area		17%	-	+3
I can receive a higher salary elsewhere		16%	-	-4

#### Difference from (percentage point)



r = below privacy cut-off

## Job satisfaction

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Job satisfaction (total score)</b>				<b>73%</b>	+1	+4
1g My job gives me a feeling of personal accomplishment	74	15	11	74%	-1	+2
1h I feel motivated to contribute more than what is normally required at work	72	16	12	72%	+1	+6
1i I am satisfied with my job	72	16	12	72%	+1	+5

### Difference from (percentage point)



r = below privacy cut-off

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

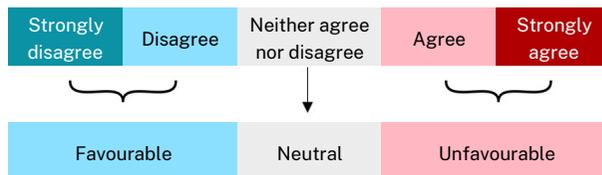
Burnout is typically characterised by ongoing feelings of:

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Wellbeing (total score)</b>					<b>62%</b>	-	<b>+8</b>
1j	The amount of stress in my job is manageable	62	20	18	62%	-	+8
1m	In general, my sense of wellbeing is..	63	29	8	63%	0	+5
1n	I feel burned out by my work (disagree)	41	26	33	41%	+1	+7
7w	I am satisfied with current workplace practices to help me manage my wellbeing	69	18	13	69%	-	+10
7y	There are effective resources in my organisation to support employee wellbeing	75	16	9	75%	+1	+11

### Note on interpretation:

The burnout question is negatively worded. For consistency with other survey questions the results are displayed as follows:  
 The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.  
 The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



### Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Customer service (total score)</b>					<b>72%</b>	0	+2
1k	I am empowered to make the decisions needed to help customers and/or communities	70	18	12	70%	-1	+1
2c	People in my workgroup can explain how their work impacts customers	84	11		84%	0	+3
2d	My workgroup considers customer needs when planning our work	86	10		86%	0	+3
6d	Senior managers communicate the importance of customers in our work	71	19	9	71%	+1	+6
7i	The processes in my organisation are designed to support the best experience for customers	51	30	19	51%	0	-4
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	66	24	10	66%	0	+3

**Difference from (percentage point)**



r = below privacy cut-off

## Role clarity and support

### Purpose and direction

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

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Role clarity and support (total score)</b>				<b>66%</b>	+1	+2
1a I understand what is expected of me to do well in my job	82	11	8	82%	0	-2
1b I get the support I need to do my job well	69	15	16	69%	0	+6
1c I have the tools and technology to do my job well	66	15	19	66%	-2	-2
1d I have the time to do my job well	58	18	24	58%	+2	+6
3e My performance is assessed against clear criteria	58	25	17	58%	+4	+2
3f I have received the training and development I need to do my job well	65	22	13	65%	+2	0

#### Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Job purpose and enrichment (total score)</b>				<b>78%</b>	<b>+1</b>	<b>+7</b>
1e My job gives me opportunities to use a variety of skills	82	10	8	82%	0	+3
1f I have a choice in deciding how I carry out day to day work tasks	84	9		84%	-1	+13
3d In the last 12 months, I have received feedback to help me improve my work	70	18	12	70%	+3	+6
5h My manager communicates how my role contributes to my organisation's purpose	75	15	10	75%	+1	+6

#### Difference from (percentage point)



r = below privacy cut-off

Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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

A healthy risk appetite can help foster innovation.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Risk and innovation (total score)</b>				<b>78%</b>	<b>+1</b>	<b>+6</b>
1l I am comfortable notifying my manager if I become aware of any risks at work	91			91%	0	+5
5a My manager encourages people in my workgroup to keep improving the work they do	81			81%	+2	+6
7a My organisation is making improvements to meet future challenges	60			60%	+1	+5

#### Difference from (percentage point)



r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Ethics and values (total score)</b>				<b>84%</b>	-	+5
6b Senior managers model the values of my organisation	63	23	14	63%	+3	+9
7q My organisation shows a commitment to ethical behaviours	81	13	7	81%	+4	+8
7r I support my organisation's values	91		7	91%	+3	+4
7u I understand what ethical behaviour means within my workplace	96			96%	-	+3
7v I would know how to report unethical behaviour if I became aware of it	88		7	88%	-	+2

**Difference from (percentage point)**



r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Teamwork and collaboration (total score)</b>				<b>68%</b>	<b>+1</b>	<b>+6</b>
2a My workgroup works collaboratively to achieve its goals	83	10	7	83%	0	+5
6c Senior managers promote collaboration between my organisation and other organisations we work with	62	25	13	62%	+2	+9
7c There is good co-operation between teams across my organisation	58	22	19	58%	0	+4

#### Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Inclusion and diversity (total score)</b>				<b>74%</b>	-	+5
2b People in my workgroup treat each other with respect	87			87%	0	+7
6f Senior managers support the career advancement of all employees	51			51%	0	+6
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	81			81%	+2	+3
8b I am comfortable sharing a different view to others in my organisation	74			74%	-	+6
8c I feel that I belong in my organisation	74			74%	+1	+4

#### Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Flexible working (total score)</b>					<b>87%</b>	+1	+24
8e	How satisfied are you with your ability to access and use flexible working arrangements?	86			86%	+1	+25
8f	My manager supports flexible working in my team	88			88%	+1	+23

#### Difference from (percentage point)



r = below privacy cut-off

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

8d Type of flexible working	2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times	76%	+1	+31
Working more hours over fewer days	16%	0	+6
Working additional hours to make up for time off	30%	+1	+12
Flexible scheduling for rostered workers	7%	0	0
Part-time work	10%	0	-2
Job sharing	2%	0	-1
Working from different locations	41%	+5	+21
Working from home	81%	-1	+39
Purchasing annual leave	1%	0	0
Leave without pay	7%	0	-2
Study leave	2%	0	-3
Other	3%	0	0
None of the above	7%	0	-21

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	70	16	14	70%	-	+6

\*See p.36 for related results on negative workplace behaviours.



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Health and safety (total score)</b>				<b>76%</b>	-2	+9
7x I am confident work health and safety issues I raise will be addressed promptly	77			77%	-5	+8
7y There are effective resources in my organisation to support employee wellbeing	75			75%	+1	+11

**Difference from (percentage point)**



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Recruitment (total score)</b>				<b>53%</b>	-	<b>+8</b>
7f My organisation makes fair recruitment decisions	53	30	17	53%	-	+8
7g My organisation makes fair promotion decisions	45	37	18	45%	-	+6
7h My organisation generally selects capable people to do the job	62	24	15	62%	-1	+10

**Difference from (percentage point)**



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Learning and development (total score)</b>				<b>60%</b>	+2	+4
3f I have received the training and development I need to do my job well	65	22	13	65%	+2	0
3g I am satisfied with the opportunities available for career development in my organisation	55	23	22	55%	+2	+5
7e My organisation is committed to developing its employees	61	25	15	61%	+2	+8

#### Difference from (percentage point)



r = below privacy cut-off

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?	2023 % respondents	difference from 2022	difference from Sector
Yes	43%	0	+2
No	57%	0	-2

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

Lack of visible opportunities		28%	+2	+1
Lack of promotion opportunities		28%	0	+1
Lack of support from my manager / supervisor		8%	-1	-3
Geographic location considerations		24%	0	0
Personal / family considerations		28%	-1	-3
Insufficient training and development		11%	-1	-3
Lack of required capabilities or experience		11%	-1	-1
Lack of support for temporary assignments / secondments		12%	-1	-1
The application / recruitment process is too cumbersome or time consuming		23%	-1	+1
Other		9%	-1	-1
There are no major barriers to my career progression		30%	0	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4 I am paid fairly for the work I do	66	16	18	66%	+2	+20

**Difference from (percentage point)**



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Recognition (total score)</b>				<b>72%</b>	<b>+3</b>	<b>+9</b>
5f My manager provides recognition for the work I do	80	12	8	80%	+2	+9
7p I receive adequate recognition for my contributions from my organisation	63	22	14	63%	+4	+10

### Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Feedback and performance management (total score)</b>				<b>60%</b>	+3	+3
3d In the last 12 months, I have received feedback to help me improve my work	70	18	12	70%	+3	+6
3e My performance is assessed against clear criteria	58	25	17	58%	+4	+2
5g My manager appropriately deals with employees who perform poorly	52	34	14	52%	+2	+2

	2023 % respondents	difference from 2022	difference from Sector
<b>Performance management process</b>			
3a I have a performance and development plan that sets out my individual goals	77%	+6	+3
3b I have informal feedback conversations with my manager	86%	+2	+6
3c I have scheduled feedback conversations with my manager	73%	+5	+8

Difference from (percentage point)



r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Senior managers (total score)</b>				<b>59%</b>	<b>+2</b>	<b>+7</b>
6a Senior managers provide clear direction for the future of the organisation	55	25	20	55%	+2	+5
6b Senior managers model the values of my organisation	63	23	14	63%	+3	+9
6c Senior managers promote collaboration between my organisation and other organisations we work with	62	25	13	62%	+2	+9
6d Senior managers communicate the importance of customers in our work	71	19	9	71%	+1	+6
6e Senior managers listen to employees	54	27	19	54%	+2	+8
6f Senior managers support the career advancement of all employees	51	30	19	51%	0	+6

**Difference from (percentage point)**



r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Decision making and accountability (total score)</b>				<b>67%</b>	0	+7
5e I have confidence in the decisions my manager makes	79	12	9	79%	+1	+7
7d People in my organisation take responsibility for their own actions	55	28	17	55%	-2	+7

#### Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Communication and change management (total score)</b>				<b>60%</b>	-	+4
5b My manager communicates effectively with me	80	11	10	80%	+1	+5
6a Senior managers provide clear direction for the future of the organisation	55	25	20	55%	+2	+5
7b Change is managed well in my organisation	39	32	29	39%	+4	+1
7s I am supported through changes that affect my work	64	23	14	64%	-	+5
7t I have the opportunity to provide feedback on change processes that directly affect me	64	21	15	64%	-	+5

Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
<b>Employee voice (total score)</b>				<b>73%</b>	-	+8
5c My manager encourages and values employee input	84	9	7	84%	+1	+8
5d My manager involves my workgroup in decisions about our work	79	11	9	79%	+1	+8
6e Senior managers listen to employees	54	27	19	54%	+2	+8
8b I am comfortable sharing a different view to others in my organisation	74	15	11	74%	-	+6

#### Difference from (percentage point)



r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
9 I am confident my organisation will act on the results of this survey	53	27	21	53%	0	+9

#### Difference from (percentage point)



r = below privacy cut-off

## Negative workplace behaviours

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

In the last 12 months, have you...		2023 % respondents	difference from 2022	difference from Sector
been aware of any misconduct in your organisation		10%	-1	-4
witnessed bullying		15%	0	-5
experienced bullying		9%	0	-4
witnessed sexual harassment		2%	0	-1
experienced sexual harassment		3%	0	-2
experienced threats or physical harm		1%	0	-8
experienced discrimination		7%	-1	-3
experienced racism		3%	0	-2

### Definitions

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

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

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

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

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

### Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Environment and Planning questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
I feel the senior managers in my business group effectively lead and manage change	56	26	18	56%	+3
My manager fosters a work environment of innovation and creativity	77	14	8	77%	-
I am aware of our department's grievance handling procedure and I know where to find the required information should I need it	78	15	8	78%	+9
My organisation focuses on improving the work we do	73	18	9	73%	+4
I am empowered to do my job well	72	17	10	72%	+1
PMES Action Plans over the past 12 months have led to improvements in my business unit	35	49	17	35%	-
My manager and I have agreed on my annual performance and development plan and we review it at least once per year	72	16	13	72%	+7
My manager supports my career development and communicates opportunities to me (acting up, secondments, mentoring etc)	72	18	11	72%	+3
I believe that over the past 12 months DPE has taken positive action to address negative workplace behaviours	50	38	12	50%	-

Difference from (percentage point)



r = below privacy cut-off

# Environment and Planning questions

When completing this survey, I believed that the term "senior managers" referred to	2023 % respondents	difference from 2022
Secretary and Deputy Secretaries	3%	-
My Executive Director and above	23%	-
My Director and above	38%	-
My Manager's Manager and above	24%	-
My Manager and above	12%	-



r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views

## Respondent profile

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

<b>Gender</b>	<b>% respondents</b>	<b>Disability</b>	<b>% respondents</b>	<b>Type of work</b>	<b>% respondents</b>
Woman	51	Yes	8	Service delivery involving direct contact with the public	14
Man	37	No	86	Other service delivery work	10
Non-binary	1	Prefer not to say	6	Administrative support	6
Use a different term	0			Corporate services	16
Prefer not to say	11	<b>LGBTIQ+</b>		Policy	7
		Yes	7	Research	4
<b>Age</b>		No	83	Program and project management support	23
15-34 years	21	Prefer not to say	10	Legal	2
35-54 years	49			Other	18
55+ years	13	<b>LOTE spoken at home</b>			
Prefer not to say	17	Yes	18	<b>Organisation tenure</b>	
		No	76	Less than 1 year	20
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	6	1 year to less than 2 years	14
Yes	4			2 years to less than 5 years	24
No	90	<b>Working arrangement</b>		5 years to less than 10 years	21
Prefer not to say	6	Full-time	89	10 years to less than 20 years	13
		Part-time	11	More than 20 years	8
<b>Cultural background</b>		<b>Employment status</b>			
Oceania	85	Senior executive	5	<b>Salary</b>	
North-West European	10	Ongoing / permanent	69	\$93,294 and below	22
Southern and Eastern European	5	Temporary	12	\$93,295 - \$120,858	31
North African and Middle Eastern	2	Casual	4	\$120,859 - \$161,662	28
South-East Asian	3	Contract-non-executive	5	\$161,663 and above	7
North-East Asian	3	Labour hire	3	Prefer not to say	11
Southern and Central Asian	5	Other	0		
Peoples of the Americas	2	Don't know	2		
Sub-Saharan African	1				

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

r = below privacy cut-off

## Selected key topic results by child unit

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

	Report total	Department of Planning and Environment	Lord Howe Island Board	NSW Reconstruction Authority	Taronga Conservation Society Australia
Employee engagement	69	69	58	58	72
Wellbeing	62%	62%	45%	56%	57%
Role clarity and support	66%	67%	46%	57%	61%
Inclusion and diversity	74%	74%	59%	67%	71%
Teamwork and collaboration	68%	68%	53%	62%	66%
Learning and development	60%	61%	39%	46%	52%
Senior managers	59%	60%	57%	49%	59%
Communication and change management	60%	61%	58%	52%	59%
Employee voice	73%	73%	68%	69%	65%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	69	72	70	60	71	66	71	73	73	71	71
Wellbeing	62%	65%	65%	46%	62%	51%	62%	68%	67%	65%	66%
Role clarity and support	66%	69%	69%	52%	71%	62%	67%	72%	72%	68%	69%
Inclusion and diversity	74%	77%	76%	61%	74%	67%	75%	75%	78%	77%	75%
Teamwork and collaboration	68%	70%	70%	59%	69%	63%	70%	72%	71%	71%	70%
Learning and development	60%	64%	63%	47%	64%	55%	62%	62%	68%	63%	62%
Senior managers	59%	63%	61%	43%	61%	54%	62%	65%	65%	63%	60%
Communication and change management	60%	64%	62%	49%	63%	56%	61%	67%	66%	63%	61%
Employee voice	73%	76%	75%	62%	73%	69%	75%	77%	77%	77%	73%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	69	69	67	74	69	67	71	70	74	66
Wellbeing	62%	57%	58%	70%	66%	64%	61%	63%	70%	58%
Role clarity and support	66%	62%	63%	73%	71%	67%	69%	68%	72%	63%
Inclusion and diversity	74%	72%	70%	77%	77%	75%	77%	76%	83%	69%
Teamwork and collaboration	68%	65%	64%	75%	70%	69%	70%	69%	80%	65%
Learning and development	60%	57%	57%	65%	61%	63%	63%	63%	73%	56%
Senior managers	59%	54%	55%	68%	64%	60%	62%	61%	75%	55%
Communication and change management	60%	56%	56%	70%	65%	58%	60%	61%	73%	57%
Employee voice	73%	68%	69%	77%	76%	76%	76%	77%	84%	68%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	69	73	71	69	68	66	67
Wellbeing	62%	75%	66%	61%	60%	55%	54%
Role clarity and support	66%	72%	69%	68%	66%	63%	63%
Inclusion and diversity	74%	79%	77%	74%	74%	69%	71%
Teamwork and collaboration	68%	75%	71%	68%	66%	64%	66%
Learning and development	60%	67%	63%	62%	58%	56%	59%
Senior managers	59%	70%	63%	60%	57%	53%	52%
Communication and change management	60%	70%	65%	61%	58%	54%	54%
Employee voice	73%	80%	77%	74%	72%	68%	67%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	69	73	70	69	71	72	71	67	66
Wellbeing	62%	62%	66%	59%	58%	65%	62%	57%	62%
Role clarity and support	66%	63%	70%	63%	68%	71%	67%	66%	62%
Inclusion and diversity	74%	74%	76%	73%	75%	78%	77%	71%	73%
Teamwork and collaboration	68%	70%	70%	66%	67%	71%	67%	64%	67%
Learning and development	60%	56%	63%	60%	63%	67%	62%	59%	58%
Senior managers	59%	62%	63%	55%	59%	66%	56%	54%	60%
Communication and change management	60%	62%	63%	56%	60%	66%	59%	58%	63%
Employee voice	73%	71%	76%	72%	78%	77%	75%	69%	76%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	69	70	68	68	72	72	69	68	64	72
Wellbeing	62%	65%	61%	61%	66%	68%	64%	66%	55%	64%
Role clarity and support	66%	69%	62%	68%	72%	72%	65%	66%	55%	65%
Inclusion and diversity	74%	79%	69%	75%	76%	80%	76%	73%	68%	79%
Teamwork and collaboration	68%	73%	68%	69%	72%	75%	69%	64%	60%	65%
Learning and development	60%	68%	58%	66%	66%	69%	65%	66%	49%	67%
Senior managers	59%	64%	63%	59%	60%	67%	58%	51%	53%	59%
Communication and change management	60%	63%	61%	62%	64%	66%	57%	53%	55%	64%
Employee voice	73%	79%	70%	78%	75%	79%	75%	72%	70%	77%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## **Additional information about the survey**

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

## Survey model

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

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

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

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

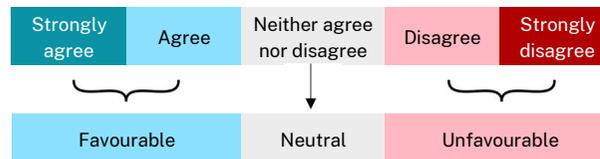


### Privacy

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

### % favourable calculation

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



% favourable scores are colour coded based on these ranges:



### Difference scores

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



A '-' represents there is no applicable comparison available.

### Rounding

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

### Burnout (disagree) question

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

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

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

### Employee engagement score calculation

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

100 to 'strongly agree'

75 to 'agree'

50 to 'neither agree nor disagree'

25 to 'disagree'

0 to 'strongly disagree'

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

### Key driver analysis

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

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

## Action planning

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

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

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

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