

# People Matter

NSW Public Sector  
Employee Survey 2023

Agency Report

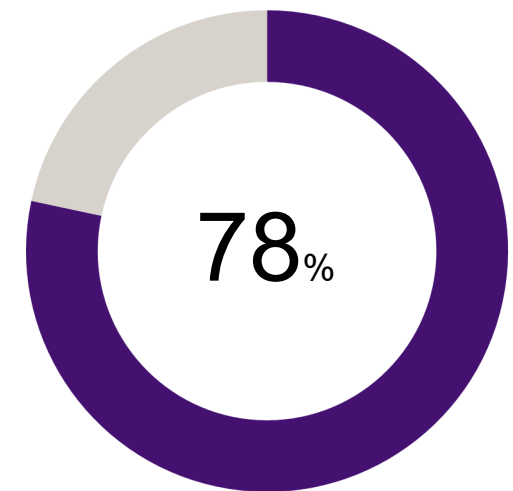
HealthShare NSW

**Survey period:** 21 August to 15 September 2023

**Completed surveys:** 6,273

**Response rate:** 78% +8 compared to 2022

Response rate:



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

### NSW public sector

- Health
  - HealthShare NSW

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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>73%</b> 2022 +2 (71%)	<b>Teamwork and collaboration</b> <b>63%</b> 2022 +2 (61%)	<b>Recruitment</b> <b>52% !</b> 2022 -	<b>Senior managers</b> <b>56% !</b> 2022 +3 (54%)	<b>Employee engagement</b> <b>66</b> 2022 +1 (65)
<b>Job purpose and enrichment</b> <b>69%</b> 2022 +3 (67%)	<b>Inclusion and diversity</b> <b>69%</b> 2022 -	<b>Learning and development</b> <b>64%</b> 2022 +3 (61%)	<b>Decision making and accountability</b> <b>62%</b> 2022 +3 (59%)	<b>Job satisfaction</b> <b>72%</b> 2022 +1 (71%)
<b>Risk and innovation</b> <b>74% *</b> 2022 +2 (72%)	<b>Flexible working</b> <b>65%</b> 2022 +4 (61%)	<b>Pay</b> <b>42% !</b> 2022 -4 (45%)	<b>Communication and change management</b> <b>64%</b> 2022 -	<b>Wellbeing</b> <b>61%</b> 2022 -
<b>Ethics and values</b> <b>77% *</b> 2022 -	<b>Grievance handling</b> <b>72%</b> 2022 -	<b>Recognition</b> <b>66%</b> 2022 +5 (60%)	<b>Employee voice</b> <b>67%</b> 2022 -	<b>Customer service</b> <b>73%</b> 2022 +2 (71%)
	<b>Health and safety</b> <b>75% *</b> 2022 +2 (73%)	<b>Feedback and performance management</b> <b>61%</b> 2022 +4 (56%)	<b>Action on survey results</b> <b>58%</b> 2022 +4 (54%)	

0-49% 50-74% 75-100%  
r = below privacy cut-off

## 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'.

<div> <div>+</div> <div>Questions with the highest favourable scores</div> </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Role clarity and support	1a	I understand what is expected of me to do well in my job		88%	0
Ethics and values	7u	I understand what ethical behaviour means within my workplace		88%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		86%	+1
Ethics and values	7r	I support my organisation's values		84%	+3
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		84%	-
<div> <div>-</div> <div>Questions with the lowest favourable scores</div> </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Wellbeing	1n	I feel burned out by my work (disagree)		34%	0
Pay	4	I am paid fairly for the work I do		42%	-4
Recruitment	7g	My organisation makes fair promotion decisions		49%	-
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		51%	+3
Recruitment	7f	My organisation makes fair recruitment decisions		51%	-

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
Recognition	7p	I receive adequate recognition for my contributions from my organisation	61%	+7
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	74%	+5
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	56%	+5
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	64%	+4
Flexible working	8f	My manager supports flexible working in my team	66%	+4
- Least improved questions			2023 % favourable	difference from 2022
Pay	4	I am paid fairly for the work I do	42%	-4
Wellbeing	1m	In general, my sense of wellbeing is..	64%	0
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	73%	0
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	68%	0
Wellbeing	1n	I feel burned out by my work (disagree)	34%	0

Difference from (percentage point)



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	59%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	63%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	69%	Maintain
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	59%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	68%	Maintain
Recruitment	7g	My organisation makes fair promotion decisions	49%	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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				Favourable	Neutral	Unfavourable	
Employee engagement (total score)*				66			
7k	I would recommend my organisation as a great place to work	67	21 12	67%	+2	+4	+8
7l	I am proud to tell others I work for my organisation	71	19 10	71%	+1	+1	+3
7m	I feel a strong personal attachment to my organisation	62	26 12	62%	+1	+1	+4
7n	My organisation motivates me to help it achieve its goals	62	25 13	62%	+2	+7	+11
7o	My organisation inspires me to do the best in my job	64	23 12	64%	+2	+9	+11

\*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.

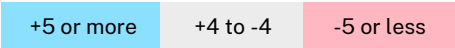
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	8%	+1	0	0
1 year to less than 2 years	<div></div>	9%	+1	-1	-1
2 years to less than 5 years	<div></div>	19%	+3	-2	-1
5 years to less than 10 years	<div></div>	25%	-2	0	0
10 years to less than 20 years	<div></div>	24%	-2	+1	+1
More than 20 years	<div></div>	16%	-1	0	+1

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

I am planning to retire	<div></div>	15%	-	+2	0
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	32%	-	-1	-2
I am applying for/intend to apply for roles in the private sector	<div></div>	12%	-	-8	-5
I am applying for/intend to apply for new roles in the not for profit / community sector	<div></div>	2%	-	-1	-2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	6%	-	-3	0
Other	<div></div>	33%	-	+11	+9

Difference from (percentage point)



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	difference from Portfolio
There are a lack of future career opportunities in my organisation	<div></div>	32%	-	+2	+4
I am seeking a career change	<div></div>	25%	-	+14	+13
I can receive a higher salary elsewhere	<div></div>	23%	-	+3	+2
I am looking to further my skills in another area	<div></div>	20%	-	+6	+5
Senior leadership is of a poor quality	<div></div>	19%	-	-5	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Job satisfaction

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job satisfaction (total score)					72%	+1	+4	+5
1g	My job gives me a feeling of personal accomplishment	73	17	10	73%	0	0	+1
1h	I feel motivated to contribute more than what is normally required at work	71	17	12	71%	+1	+5	+7
1i	I am satisfied with my job	73	17	10	73%	+2	+5	+7

Difference from (percentage point)

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

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

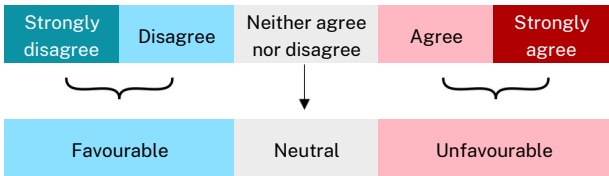
Burnout is typically characterised by ongoing feelings of:

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

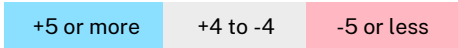
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					61%	-	+7	+9
1j	The amount of stress in my job is manageable	65	20	15	65%	-	+10	+10
1m	In general, my sense of wellbeing is..	64	27	9	64%	0	+6	+7
1n	I feel burned out by my work (disagree)	34	30	36	34%	0	0	+2
7w	I am satisfied with current workplace practices to help me manage my wellbeing	69	19	12	69%	-	+10	+14
7y	There are effective resources in my organisation to support employee wellbeing	73	18	9	73%	+3	+9	+14

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	difference from Portfolio
Customer service (total score)					73%	+2	+3	+5
1k	I am empowered to make the decisions needed to help customers and/or communities	74	18	8	74%	+1	+6	+3
2c	People in my workgroup can explain how their work impacts customers	78	16		78%	+3	-3	-2
2d	My workgroup considers customer needs when planning our work	79	15		79%	+2	-3	-2
6d	Senior managers communicate the importance of customers in our work	66	23	11	66%	+2	0	+9
7i	The processes in my organisation are designed to support the best experience for customers	68	23	9	68%	0	+12	+11
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	71	22	7	71%	+2	+8	+12

Difference from (percentage point)

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

Role clarity and support

Purpose and direction

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

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	difference from Portfolio
Role clarity and support (total score)				73%	+2	+9	+8
1a I understand what is expected of me to do well in my job	88	8		88%	0	+4	+3
1b I get the support I need to do my job well	71	16	13	71%	+4	+8	+10
1c I have the tools and technology to do my job well	78	13	9	78%	+2	+9	+10
1d I have the time to do my job well	67	17	16	67%	+2	+14	+14
3e My performance is assessed against clear criteria	62	25	13	62%	+3	+7	+5
3f I have received the training and development I need to do my job well	73	17	10	73%	+2	+9	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Job purpose and enrichment

Purpose and direction

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					69%	+3	-2	+1
1e	My job gives me opportunities to use a variety of skills	74 16 10			74%	+1	-6	-5
1f	I have a choice in deciding how I carry out day to day work tasks	69 18 14			69%	+2	-3	-1
3d	In the last 12 months, I have received feedback to help me improve my work	64 20 16			64%	+4	-1	+2
5h	My manager communicates how my role contributes to my organisation's purpose	71 17 11			71%	+4	+2	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Risk refers to the effect of uncertainty in achieving work goals 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	difference from Portfolio
Risk and innovation (total score)					74%	+2	+2	+5
1l	I am comfortable notifying my manager if I become aware of any risks at work	86			86%	+1	0	+2
5a	My manager encourages people in my workgroup to keep improving the work they do	73			73%	+4	-2	+2
7a	My organisation is making improvements to meet future challenges	63			63%	+2	+8	+11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Ethics and values (total score)					77%	-	-2	+2
6b	Senior managers model the values of my organisation	57	28	15	57%	+3	+3	+11
7q	My organisation shows a commitment to ethical behaviours	74	18	8	74%	+5	0	+5
7r	I support my organisation's values	84	13		84%	+3	-3	-3
7u	I understand what ethical behaviour means within my workplace	88	10		88%	-	-6	-4
7v	I would know how to report unethical behaviour if I became aware of it	84	11		84%	-	-3	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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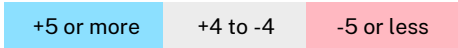
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

				<b>2023</b> % favourable	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
Teamwork and collaboration (total score)				63%	+2	+1	+5
2a	My workgroup works collaboratively to achieve its goals	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>74179</div>		74%	+2	-5	-3
6c	Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>563013</div>		56%	+3	+4	+11
7c	There is good co-operation between teams across my organisation	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>592516</div>		59%	+3	+5	+6

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	difference from Portfolio
Inclusion and diversity (total score)					69%	-	0	+3
2b	People in my workgroup treat each other with respect	69	17	14	69%	+2	-11	-6
6f	Senior managers support the career advancement of all employees	51	30	19	51%	+3	+6	+13
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	79	14	7	79%	+1	+1	+2
8b	I am comfortable sharing a different view to others in my organisation	72	17	11	72%	-	+4	+5
8c	I feel that I belong in my organisation	72	19	9	72%	+1	+2	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)				65%	+4	+2	+8
8e	How satisfied are you with your ability to access and use flexible working arrangements?	64	25 11	64%	+4	+3	+9
8f	My manager supports flexible working in my team	66	23 11	66%	+4	+1	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Flexible start and finish times	<div></div>	33%	+4	-12	-1
Working more hours over fewer days	<div></div>	11%	+1	+1	+3
Working additional hours to make up for time off	<div></div>	16%	+1	-2	0
Flexible scheduling for rostered workers	<div></div>	12%	+2	+5	+2
Part-time work	<div></div>	13%	+1	0	-5
Job sharing	<div></div>	3%	0	-1	-1
Working from different locations	<div></div>	12%	+1	-8	-2
Working from home	<div></div>	24%	0	-18	-1
Purchasing annual leave	<div></div>	3%	0	+1	+1
Leave without pay	<div></div>	7%	0	-1	-1
Study leave	<div></div>	2%	0	-3	-8
Other	<div></div>	5%	+1	+2	+1
None of the above	<div></div>	37%	-4	+9	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	72	16	12	72%	-	+8	+9

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

Difference from (percentage point)

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



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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Health and safety (total score)					75%	+2	+8	+12
7x	I am confident work health and safety issues I raise will be addressed promptly	76169			76%	+1	+7	+11
7y	There are effective resources in my organisation to support employee wellbeing	73189			73%	+3	+9	+14

Difference from (percentage point)

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

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

				<b>2023</b> % favourable	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
Recruitment (total score)				52%	-	+6	+7
7f	My organisation makes fair recruitment decisions			51%	-	+6	+6
7g	My organisation makes fair promotion decisions			49%	-	+10	+12
7h	My organisation generally selects capable people to do the job			54%	+1	+2	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Learning and development (total score)					64%	+3	+8	+9
3f	I have received the training and development I need to do my job well	73 17 10			73%	+2	+9	+6
3g	I am satisfied with the opportunities available for career development in my organisation	59 22 19			59%	+4	+9	+10
7e	My organisation is committed to developing its employees	59 25 16			59%	+3	+6	+9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	difference from Portfolio
Yes	38%	+1	-4	-4
No	62%	-1	+4	+4

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

Lack of visible opportunities	<div></div>	17%	-1	-10	-9
Lack of promotion opportunities	<div></div>	18%	-1	-9	-7
Lack of support from my manager / supervisor	<div></div>	10%	-2	-1	-2
Geographic location considerations	<div></div>	14%	0	-10	-9
Personal / family considerations	<div></div>	22%	0	-9	-10
Insufficient training and development	<div></div>	11%	-2	-3	-3
Lack of required capabilities or experience	<div></div>	11%	-1	-1	0
Lack of support for temporary assignments / secondments	<div></div>	7%	-2	-7	-6
The application / recruitment process is too cumbersome or time consuming	<div></div>	14%	-1	-8	-4
Other	<div></div>	14%	+2	+4	+4
There are no major barriers to my career progression	<div></div>	36%	0	+8	+7

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	difference from Portfolio
4 I am paid fairly for the work I do	42	22	37	42%	-4	-4	+7

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recognition (total score)					66%	+5	+3	+8
5f	My manager provides recognition for the work I do	70	16	14	70%	+4	-1	+4
7p	I receive adequate recognition for my contributions from my organisation	61	23	16	61%	+7	+7	+11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					61%	+4	+4	+5
3d	In the last 12 months, I have received feedback to help me improve my work	64	20	16	64%	+4	-1	+2
3e	My performance is assessed against clear criteria	62	25	13	62%	+3	+7	+5
5g	My manager appropriately deals with employees who perform poorly	56	24	20	56%	+5	+7	+9

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
3a	I have a performance and development plan that sets out my individual goals	77%	+5	+3	+2
3b	I have informal feedback conversations with my manager	76%	+3	-4	-1
3c	I have scheduled feedback conversations with my manager	63%	+6	-3	-1

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	difference from Portfolio
Senior managers (total score)					56%	+3	+4	+12
6a	Senior managers provide clear direction for the future of the organisation	56	28	16	56%	+3	+6	+13
6b	Senior managers model the values of my organisation	57	28	15	57%	+3	+3	+11
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	30	13	56%	+3	+4	+11
6d	Senior managers communicate the importance of customers in our work	66	23	11	66%	+2	0	+9
6e	Senior managers listen to employees	52	28	21	52%	+3	+6	+14
6f	Senior managers support the career advancement of all employees	51	30	19	51%	+3	+6	+13

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio	
Decision making and accountability (total score)								62%	+3	+2	+5
5e	I have confidence in the decisions my manager makes			70	18	12	70%	+3	-1	+3	
7d	People in my organisation take responsibility for their own actions			54	26	20	54%	+4	+7	+7	

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Communication and change management (total score)					64%	-	+8	+10
5b	My manager communicates effectively with me	75	14	11	75%	+3	0	+3
6a	Senior managers provide clear direction for the future of the organisation	56	28	16	56%	+3	+6	+13
7b	Change is managed well in my organisation	54	27	19	54%	+2	+15	+14
7s	I am supported through changes that affect my work	67	21	11	67%	-	+9	+10
7t	I have the opportunity to provide feedback on change processes that directly affect me	69	19	12	69%	-	+10	+10

Difference from (percentage point)

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

Ensuring employees feel like they can 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	difference from Portfolio
Employee voice (total score)					67%	-	+2	+6
5c	My manager encourages and values employee input	73 15 11			73%	+3	-2	+2
5d	My manager involves my workgroup in decisions about our work	71 17 13			71%	+4	0	+4
6e	Senior managers listen to employees	52 28 21			52%	+3	+6	+14
8b	I am comfortable sharing a different view to others in my organisation	72 17 11			72%	-	+4	+5

Difference from (percentage point)

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

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	58	23	19	58%	+4	+14	+18

Difference from (percentage point)

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

# Negative workplace behaviours

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

In the last 12 months, have you...		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation	<div></div>	14%	-3	0	-2
witnessed bullying	<div></div>	21%	-2	0	-5
experienced bullying	<div></div>	13%	-1	0	-3
witnessed sexual harassment	<div></div>	2%	0	0	-1
experienced sexual harassment	<div></div>	6%	+1	+1	-1
experienced threats or physical harm	<div></div>	3%	0	-7	-10
experienced discrimination	<div></div>	10%	0	0	-1
experienced racism	<div></div>	5%	+1	0	-1

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



r = below privacy cut-off

## Health questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
I believe I am valued for what I can offer at my workplace	72	17	11	72%	+2	+7
In my workplace, we recognise our successes and innovations	69	20	11	69%	+5	+6
Overall, I have confidence in the decisions made by my senior managers	63	23	14	63%	+2	+10
I have a say in decisions which affect my work	62	23	15	62%	+5	+9
Where I work, we share the lessons learnt when mistakes are made	72	18	10	72%	+4	+4
My team's objectives/work plans are clearly outlined	73	20	7	73%	+3	+5
Our objectives/work plans help us to deliver a quality service	75	19		75%	+2	+6
There is good team spirit in my workgroup	69	19	13	69%	+4	0
Overall, I believe the culture at my workplace has improved in the last 12 months	58	27	15	58%	+4	+13
How often do you feel culturally safe in the workplace?	84	11		84%	+5	+1
I support my organisation taking action to improve environmental sustainability	80	16		80%	-	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Health questions

Which of the following best describes your current role? (grouped)	2023 % respondents	difference from 2022	difference from Portfolio
Medical	0%	0	-4
Nursing and Midwifery	2%	0	-29
Clinical Support Workers	3%	0	-1
Corporate Support	12%	-3	-1
Allied Health	2%	+1	-10
Other Health Professionals	r	-	-
Scientific and Technical	1%	0	-4
Oral Health	r	-	-
Ambulance	0%	-2	-4
Health Manager	8%	+7	0
Patient Support Services	58%	-2	+51
Maintenance and Trades	r	-	-
Other	13%	+1	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views



## Respondent profile

This is a snapshot of survey takers.

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

Gender	% respondents	Disability	% respondents	Type of work	% respondents
Woman	59	Yes	7	Service delivery involving direct contact with the public	24
Man	28	No	86	Other service delivery work	32
Non-binary	1	Prefer not to say	7	Administrative support	5
Use a different term	1	<b>LGBTIQ+</b>		Corporate services	11
Prefer not to say	11			Policy	0
				Research	r
<b>Age</b>		Yes	6	Program and project management support	3
15-34 years	19	No	83	Legal	r
35-54 years	45	Prefer not to say	11	Other	24
55+ years	21	<b>LOTE spoken at home</b>		<b>Organisation tenure</b>	
Prefer not to say	15			Less than 1 year	16
				1 year to less than 2 years	11
<b>Aboriginal and/or Torres Strait Islander</b>		Yes	34	2 years to less than 5 years	18
Yes	4	No	58	5 years to less than 10 years	22
No	88	Prefer not to say	9	10 years to less than 20 years	21
Prefer not to say	9	<b>Working arrangement</b>		More than 20 years	11
				<b>Salary</b>	
				\$93,294 and below	75
<b>Cultural background</b>		Full-time	70	\$93,295 - \$120,858	5
Oceanian	73	Part-time	30	\$120,859 - \$161,662	4
North-West European	7	<b>Employment status</b>		\$161,663 and above	1
Southern and Eastern European	4			Prefer not to say	14
North African and Middle Eastern	2				
South-East Asian	9	Senior executive	3		
North-East Asian	3	Ongoing / permanent	66		
Southern and Central Asian	13	Temporary	4		
Peoples of the Americas	1	Casual	11		
Sub-Saharan African	1	Contract-non-executive	4		
		Labour hire	0		
		Other	1		
		Don't know	11		

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	Clinical & Corporate Governance, Risk & Safety	Employee & Financial Shared Services	Finance & Business Performance	Office of the Chief Executive (inc. Exec, Creative, Strategi...	Partnerships & Projects	Patient Services & Planning	People & Culture	Procurement & Supply Chain	Systems Service Delivery
Employee engagement	66	67	68	68	79	74	66	76	70	64
Wellbeing	61%	64%	63%	53%	69%	73%	61%	68%	66%	61%
Role clarity and support	73%	74%	76%	67%	81%	81%	75%	77%	67%	71%
Inclusion and diversity	69%	71%	74%	71%	86%	81%	68%	81%	72%	68%
Teamwork and collaboration	63%	70%	71%	66%	84%	74%	62%	78%	69%	62%
Learning and development	64%	68%	66%	56%	71%	71%	66%	73%	58%	61%
Senior managers	56%	60%	63%	61%	80%	70%	55%	78%	59%	53%
Communication and change management	64%	61%	68%	61%	78%	75%	65%	76%	64%	62%
Employee voice	67%	72%	71%	70%	80%	81%	67%	80%	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	66	67	67	61	62	61	64	70	68	67	66
Wellbeing	61%	62%	63%	55%	56%	50%	56%	66%	63%	62%	63%
Role clarity and support	73%	75%	74%	64%	70%	66%	70%	79%	76%	75%	74%
Inclusion and diversity	69%	70%	71%	61%	63%	61%	65%	74%	72%	71%	69%
Teamwork and collaboration	63%	65%	65%	47%	59%	56%	59%	71%	68%	65%	62%
Learning and development	64%	66%	65%	56%	59%	55%	60%	70%	68%	65%	65%
Senior managers	56%	58%	58%	41%	52%	50%	53%	65%	62%	59%	54%
Communication and change management	64%	66%	65%	53%	60%	55%	60%	71%	68%	66%	63%
Employee voice	67%	68%	69%	59%	62%	60%	65%	73%	71%	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 type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	66	66	66	69	71	70	r	78	r	66
Wellbeing	61%	61%	62%	63%	68%	60%	r	75%	r	59%
Role clarity and support	73%	73%	74%	78%	76%	76%	r	77%	r	72%
Inclusion and diversity	69%	68%	70%	74%	79%	68%	r	80%	r	67%
Teamwork and collaboration	63%	60%	64%	70%	74%	67%	r	80%	r	62%
Learning and development	64%	62%	64%	66%	70%	67%	r	70%	r	64%
Senior managers	56%	52%	57%	64%	68%	58%	r	71%	r	56%
Communication and change management	64%	62%	66%	70%	71%	63%	r	75%	r	64%
Employee voice	67%	65%	69%	74%	75%	63%	r	82%	r	66%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit


r = below privacy cut-off

# Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	66	72	68	66	63	66	64
Wellbeing	61%	70%	64%	60%	56%	60%	58%
Role clarity and support	73%	80%	76%	72%	68%	73%	73%
Inclusion and diversity	69%	76%	70%	68%	65%	69%	67%
Teamwork and collaboration	63%	75%	66%	60%	57%	63%	62%
Learning and development	64%	73%	66%	62%	58%	63%	64%
Senior managers	56%	67%	59%	55%	51%	55%	54%
Communication and change management	64%	75%	67%	63%	58%	63%	62%
Employee voice	67%	76%	71%	66%	62%	66%	64%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit


r = below privacy cut-off

## Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	66	71	67	58	61	60	62	r	61
Wellbeing	61%	69%	64%	47%	56%	48%	53%	r	56%
Role clarity and support	73%	77%	76%	65%	69%	66%	64%	r	70%
Inclusion and diversity	69%	76%	71%	53%	57%	63%	58%	r	57%
Teamwork and collaboration	63%	72%	68%	44%	49%	57%	47%	r	46%
Learning and development	64%	70%	64%	49%	48%	59%	58%	r	60%
Senior managers	56%	67%	59%	35%	38%	48%	49%	r	40%
Communication and change management	64%	71%	67%	50%	46%	51%	55%	r	55%
Employee voice	67%	76%	69%	55%	51%	55%	63%	r	58%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	66	60	65	62	64	67	64	60	63	r
Wellbeing	61%	53%	62%	57%	56%	60%	58%	49%	56%	r
Role clarity and support	73%	63%	79%	72%	69%	72%	68%	64%	68%	r
Inclusion and diversity	69%	58%	69%	61%	65%	71%	67%	57%	60%	r
Teamwork and collaboration	63%	49%	54%	57%	56%	63%	62%	54%	57%	r
Learning and development	64%	51%	62%	64%	60%	63%	56%	54%	63%	r
Senior managers	56%	41%	45%	55%	51%	57%	44%	48%	40%	r
Communication and change management	64%	48%	65%	64%	61%	65%	60%	53%	53%	r
Employee voice	67%	51%	66%	65%	63%	69%	65%	56%	64%	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## **Additional information about the survey**

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



# Survey model

The People Matter Employee Survey provides an important opportunity for 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

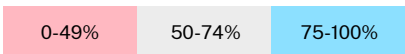
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

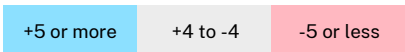


% favourable scores are colour coded based on these ranges:



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.

 <div>CELEBRATE</div> <div>The things we do well:</div> <div><div></div><div></div><div></div></div> <div>Think about how we can build on our strengths and learn from what we are good at.</div>	 <div>INVESTIGATE FURTHER WITH OUR TEAMS</div> <div>Are there any other opportunities coming out of the results that we want to explore further?</div> <div><div></div><div></div><div></div></div> <div>How could we investigate? Through looking at the data in in more detail or through discussions with staff?</div>	 <div>OPPORTUNITIES</div> <div>Areas we need to focus on and turn into action plans:</div> <div><div></div><div></div><div></div></div> <div>What are the key things we need to improve to make working here better?</div>
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PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				