

People Matter

NSW Public Sector
Employee Survey 2023

Agency Report

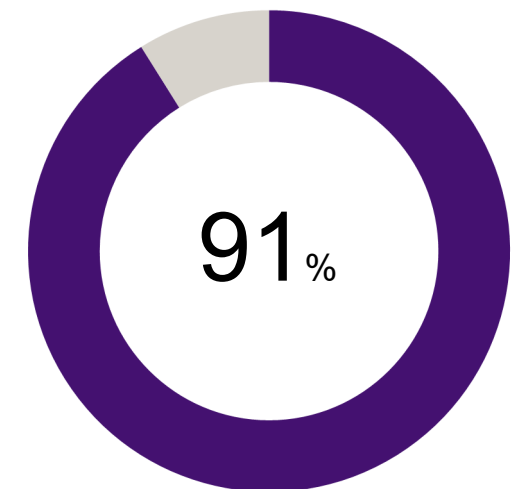
Health Infrastructure

Survey period: 21 August to 15 September 2023

Completed surveys: 297

Response rate: 91% -8 compared to 2022

Response rate:



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

NSW public sector

- Health
 - Health Infrastructure

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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
<div>Role clarity and support</div> <div>72%</div> <div>2022 -4 (76%)</div>	<div>Teamwork and collaboration</div> <div>79%</div> <div>2022 -3 (81%)</div>	<div>Recruitment</div> <div>59% !</div> <div>2022 -</div>	<div>Senior managers</div> <div>70%</div> <div>2022 -5 (75%)</div>	<div>Employee engagement</div> <div>75</div> <div>2022 -3 (78)</div>
<div>Job purpose and enrichment</div> <div>81%</div> <div>2022 -5 (86%)</div>	<div>Inclusion and diversity</div> <div>76%</div> <div>2022 -</div>	<div>Learning and development</div> <div>58% !</div> <div>2022 -7 (64%)</div>	<div>Decision making and accountability</div> <div>74%</div> <div>2022 -4 (78%)</div>	<div>Job satisfaction</div> <div>76%</div> <div>2022 -9 (85%)</div>
<div>Risk and innovation</div> <div>84% *</div> <div>2022 -5 (88%)</div>	<div>Flexible working</div> <div>95% *</div> <div>2022 0 (95%)</div>	<div>Pay</div> <div>68%</div> <div>2022 -6 (74%)</div>	<div>Communication and change management</div> <div>69%</div> <div>2022 -</div>	<div>Wellbeing</div> <div>71%</div> <div>2022 -</div>
<div>Ethics and values</div> <div>88% *</div> <div>2022 -</div>	<div>Grievance handling</div> <div>75%</div> <div>2022 -</div>	<div>Recognition</div> <div>76%</div> <div>2022 -2 (78%)</div>	<div>Employee voice</div> <div>75%</div> <div>2022 -</div>	<div>Customer service</div> <div>80%</div> <div>2022 -5 (85%)</div>
	<div>Health and safety</div> <div>83%</div> <div>2022 -4 (88%)</div>	<div>Feedback and performance management</div> <div>65% !</div> <div>2022 -6 (70%)</div>	<div>Action on survey results</div> <div>70%</div> <div>2022 -9 (79%)</div>	

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'.

+ 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%	-
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	95%	+1
Flexible working	8f	My manager supports flexible working in my team	95%	-1
Ethics and values	7r	I support my organisation's values	94%	-3
Inclusion and diversity	2b	People in my workgroup treat each other with respect	92%	-2

- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Recruitment	7g	My organisation makes fair promotion decisions	50%	-
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	50%	-9
Wellbeing	1n	I feel burned out by my work (disagree)	51%	-3
Communication and change management	7b	Change is managed well in my organisation	55%	-6
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	56%	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Most and least improved questions

+ Most improved questions

			2023 % favourable	difference from 2022
Role clarity and support	1d	I have the time to do my job well	74%	+4
Recognition	7p	I receive adequate recognition for my contributions from my organisation	73%	+4
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	95%	+1
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	87%	+1
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	88%	0

- Least improved questions

			2023 % favourable	difference from 2022
Learning and development	7e	My organisation is committed to developing its employees	60%	-11
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	78%	-10
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	58%	-10
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	68%	-9
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	50%	-9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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?

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
Recognition	7p	I receive adequate recognition for my contributions from my organisation	73%	Maintain
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	88%	Maintain
Communication and change management	7s	I am supported through changes that affect my work	71%	Maintain
Learning and development	7e	My organisation is committed to developing its employees	60%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	77%	Maintain
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	56%	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	difference from Portfolio
Employee engagement (total score)*				75	-3	+11	+13
7k I would recommend my organisation as a great place to work	80	14		80%	-4	+17	+21
7l I am proud to tell others I work for my organisation	86	11		86%	-4	+16	+18
7m I feel a strong personal attachment to my organisation	67	24	9	67%	-7	+6	+9
7n My organisation motivates me to help it achieve its goals	72	21	7	72%	-5	+17	+20
7o My organisation inspires me to do the best in my job	71	20	9	71%	-8	+15	+18

*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.

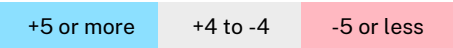
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	12%	+6	+5	+4
1 year to less than 2 years	<div></div>	15%	+4	+6	+5
2 years to less than 5 years	<div></div>	31%	-2	+11	+11
5 years to less than 10 years	<div></div>	25%	-3	0	0
10 years to less than 20 years	<div></div>	12%	-4	-10	-10
More than 20 years	<div></div>	4%	-1	-11	-10

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

I am planning to retire		r	-	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	37%	-	+4	+3
I am applying for/intend to apply for roles in the private sector	<div></div>	27%	-	+8	+10
I am applying for/intend to apply for new roles in the not for profit / community sector		r	-	-	-
It is the end of my non-ongoing, casual or contracted employment	<div></div>	21%	-	+11	+14
Other		r	-	-	-

Difference from (percentage point)



r = below privacy cut-off

Intention to stay

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>	45%	-	+14	+16
I am looking to further my skills in another area	<div></div>	23%	-	+9	+9
I can receive a higher salary elsewhere	<div></div>	23%	-	+4	+2

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)					76%	-9	+7	+8
1g	My job gives me a feeling of personal accomplishment	78158			78%	-10	+5	+5
1h	I feel motivated to contribute more than what is normally required at work	751510			75%	-8	+9	+10
1i	I am satisfied with my job	74179			74%	-9	+7	+8

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.

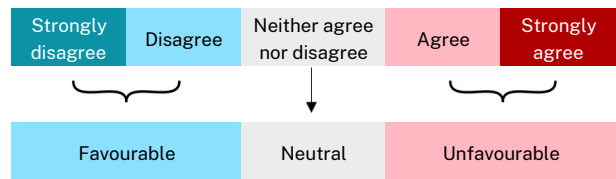
Burnout is typically characterised by ongoing feelings of:

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

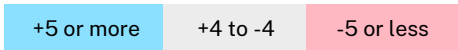
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					71%	-	+17	+19
1j	The amount of stress in my job is manageable	73 16 11			73%	-	+19	+19
1m	In general, my sense of wellbeing is..	68 27			68%	-7	+11	+11
1n	I feel burned out by my work (disagree)	51 28 21			51%	-3	+17	+19
7w	I am satisfied with current workplace practices to help me manage my wellbeing	81 13			81%	-	+22	+26
7y	There are effective resources in my organisation to support employee wellbeing	81 14			81%	-1	+18	+22

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)					80%	-5	+11	+12
1k	I am empowered to make the decisions needed to help customers and/or communities	68	20	13	68%	-9	0	-3
2c	People in my workgroup can explain how their work impacts customers	87	9		87%	-5	+6	+7
2d	My workgroup considers customer needs when planning our work	91			91%	-1	+9	+10
6d	Senior managers communicate the importance of customers in our work	82	12		82%	-4	+17	+25
7i	The processes in my organisation are designed to support the best experience for customers	66	21	13	66%	-7	+10	+9
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	87	12		87%	-2	+24	+28

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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)				72%	-4	+7	+7
1a I understand what is expected of me to do well in my job	82	8	9	82%	-5	-2	-3
1b I get the support I need to do my job well	76	12	12	76%	-7	+12	+14
1c I have the tools and technology to do my job well	79	12	9	79%	-5	+11	+12
1d I have the time to do my job well	74	15	11	74%	+4	+21	+21
3e My performance is assessed against clear criteria	58	23	19	58%	-10	+3	+2
3f I have received the training and development I need to do my job well	63	25	12	63%	-1	-1	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Job purpose and enrichment (total score)					81%	-5	+10	+12
1e	My job gives me opportunities to use a variety of skills	8677			86%	-4	+6	+7
1f	I have a choice in deciding how I carry out day to day work tasks	889			88%	-3	+16	+18
3d	In the last 12 months, I have received feedback to help me improve my work	75178			75%	-6	+10	+13
5h	My manager communicates how my role contributes to my organisation's purpose	76178			76%	-8	+7	+11

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)					84%	-5	+11	+14
1l	I am comfortable notifying my manager if I become aware of any risks at work	90			90%	-5	+4	+6
5a	My manager encourages people in my workgroup to keep improving the work they do	83			83%	-5	+9	+12
7a	My organisation is making improvements to meet future challenges	77			77%	-5	+21	+25

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)					88%	-	+9	+13
6b	Senior managers model the values of my organisation	74 16 11			74%	-4	+19	+28
7q	My organisation shows a commitment to ethical behaviours	88 10			88%	0	+14	+19
7r	I support my organisation's values	94			94%	-3	+6	+6
7u	I understand what ethical behaviour means within my workplace	96			96%	-	+3	+5
7v	I would know how to report unethical behaviour if I became aware of it	89 7			89%	-	+2	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Teamwork and collaboration (total score)					79%	-3	+17	+20
2a	My workgroup works collaboratively to achieve its goals	89			89%	-2	+10	+12
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78			78%	-3	+25	+32
7c	There is good co-operation between teams across my organisation	68			68%	-3	+14	+15

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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)					76%	-	+8	+11
2b	People in my workgroup treat each other with respect	92			92%	-2	+12	+16
6f	Senior managers support the career advancement of all employees	56	27	17	56%	-5	+11	+18
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	87	10		87%	+1	+8	+9
8b	I am comfortable sharing a different view to others in my organisation	75	15	10	75%	-	+6	+8
8c	I feel that I belong in my organisation	73	20	7	73%	-8	+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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)					95%	0	+32	+38
8e	How satisfied are you with your ability to access and use flexible working arrangements?	95			95%	+1	+35	+41
8f	My manager supports flexible working in my team	95			95%	-1	+29	+35

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Use of flexible working
Work environment

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>	84%	+1	+40	+50
Working more hours over fewer days	<div></div>	19%	-1	+9	+11
Working additional hours to make up for time off	<div></div>	34%	-4	+16	+18
Flexible scheduling for rostered workers		r	-	-	-
Part-time work	<div></div>	5%	-3	-7	-13
Job sharing		r	-	-	-
Working from different locations	<div></div>	59%	-2	+39	+46
Working from home	<div></div>	93%	0	+50	+67
Purchasing annual leave		r	-	-	-
Leave without pay	<div></div>	10%	+3	+1	+1
Study leave		r	-	-	-
Other		r	-	-	-
None of the above		r	-	-	-

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	75	14	11	75%	-	+11	+12

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

Difference from (percentage point)

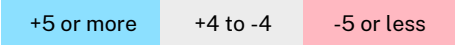
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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)					83%	-4	+17	+21
7x	I am confident work health and safety issues I raise will be addressed promptly	<div><div>85</div><div>12</div></div>			85%	-8	+16	+20
7y	There are effective resources in my organisation to support employee wellbeing	<div><div>81</div><div>14</div></div>			81%	-1	+18	+22

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	difference from Portfolio
Recruitment (total score)					59%	-	+14	+15
7f	My organisation makes fair recruitment decisions	56	32	13	56%	-	+11	+10
7g	My organisation makes fair promotion decisions	50	36	14	50%	-	+11	+12
7h	My organisation generally selects capable people to do the job	73	18	9	73%	-1	+21	+22

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)					58%	-7	+2	+2
3f	I have received the training and development I need to do my job well	63	25	12	63%	-1	-1	-4
3g	I am satisfied with the opportunities available for career development in my organisation	50	29	22	50%	-9	0	0
7e	My organisation is committed to developing its employees	60	24	16	60%	-11	+7	+11

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	37%	+9	-4	-5
No	63%	-9	+4	+5

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

Lack of visible opportunities	<div></div>	23%	0	-4	-3
Lack of promotion opportunities	<div></div>	33%	+8	+6	+7
Lack of support from my manager / supervisor	<div></div>	7%	+1	-4	-5
Geographic location considerations	<div></div>	14%	+4	-10	-9
Personal / family considerations	<div></div>	22%	+5	-9	-10
Insufficient training and development	<div></div>	10%	+1	-4	-4
Lack of required capabilities or experience	<div></div>	9%	+1	-2	-2
Lack of support for temporary assignments / secondments	<div></div>	10%	+3	-3	-3
The application / recruitment process is too cumbersome or time consuming	<div></div>	13%	+1	-9	-5
Other	<div></div>	9%	+3	-1	-1
There are no major barriers to my career progression	<div></div>	38%	-4	+10	+9

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	68	18	15	68%	-6	+22	+33

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)					76%	-2	+14	+18
5f	My manager provides recognition for the work I do	7916			79%	-7	+8	+13
7p	I receive adequate recognition for my contributions from my organisation	731413			73%	+4	+20	+24

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)					65%	-6	+8	+9
3d	In the last 12 months, I have received feedback to help me improve my work	75	17	8	75%	-6	+10	+13
3e	My performance is assessed against clear criteria	58	23	19	58%	-10	+3	+2
5g	My manager appropriately deals with employees who perform poorly	60	29	11	60%	-2	+11	+13

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	81%	-8	+7	+5
3b	I have informal feedback conversations with my manager	91%	-2	+11	+14
3c	I have scheduled feedback conversations with my manager	80%	-9	+15	+17

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)					70%	-5	+18	+26
6a	Senior managers provide clear direction for the future of the organisation	67	19	14	67%	-8	+18	+24
6b	Senior managers model the values of my organisation	74	16	11	74%	-4	+19	+28
6c	Senior managers promote collaboration between my organisation and other organisations we work with	78	14	8	78%	-3	+25	+32
6d	Senior managers communicate the importance of customers in our work	82	12		82%	-4	+17	+25
6e	Senior managers listen to employees	64	22	14	64%	-3	+18	+26
6f	Senior managers support the career advancement of all employees	56	27	17	56%	-5	+11	+18

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)				74%	-4	+14	+17
5e I have confidence in the decisions my manager makes	78	14	7	78%	-9	+6	+10
7d People in my organisation take responsibility for their own actions	70	20	10	70%	0	+23	+23

Difference from (percentage point)

+5 or more

+4 to -4

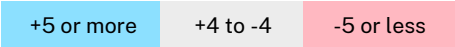
-5 or less

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?

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Communication and change management (total score)					69%	-	+13	+15
5b	My manager communicates effectively with me	<div><div>79</div><div>12</div><div>9</div></div>		79%	-5	+4	+7	
6a	Senior managers provide clear direction for the future of the organisation	<div><div>67</div><div>19</div><div>14</div></div>		67%	-8	+18	+24	
7b	Change is managed well in my organisation	<div><div>55</div><div>23</div><div>23</div></div>		55%	-6	+16	+15	
7s	I am supported through changes that affect my work	<div><div>71</div><div>19</div><div>10</div></div>		71%	-	+13	+14	
7t	I have the opportunity to provide feedback on change processes that directly affect me	<div><div>72</div><div>17</div><div>11</div></div>		72%	-	+13	+12	

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	difference from Portfolio
Employee voice (total score)					75%	-	+10	+14
5c	My manager encourages and values employee input	81109			81%	-7	+6	+10
5d	My manager involves my workgroup in decisions about our work	79129			79%	-6	+8	+12
6e	Senior managers listen to employees	642214			64%	-3	+18	+26
8b	I am comfortable sharing a different view to others in my organisation	751510			75%	-	+6	+8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	70	19	10	70%	-9	+27	+31

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	r	-	-	-
witnessed bullying	r	-	-	-
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

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	78	13	9	78%	-7	+12
In my workplace, we recognise our successes and innovations	79	13	7	79%	-2	+16
Overall, I have confidence in the decisions made by my senior managers	73	16	11	73%	-6	+20
I have a say in decisions which affect my work	69	15	16	69%	-10	+16
Where I work, we share the lessons learnt when mistakes are made	74	16	11	74%	-6	+5
My team's objectives/work plans are clearly outlined	71	19	9	71%	-14	+3
Our objectives/work plans help us to deliver a quality service	77	16	7	77%	-11	+8
There is good team spirit in my workgroup	82	10	7	82%	-7	+14
Overall, I believe the culture at my workplace has improved in the last 12 months	54	31	15	54%	-9	+9
How often do you feel culturally safe in the workplace?	92			92%	+3	+9
I support my organisation taking action to improve environmental sustainability	89	7		89%	-	+10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	r	-	-
Nursing and Midwifery	r	-	-
Clinical Support Workers	r	-	-
Corporate Support	22%	-11	+10
Allied Health	r	-	-
Other Health Professionals	r	-	-
Scientific and Technical	r	-	-
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	59%	+14	+50
Patient Support Services	r	-	-
Maintenance and Trades	r	-	-
Other	13%	-4	+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	50	Yes	4	Service delivery involving direct contact with the public	r
Man	39	No	92	Other service delivery work	r
Non-binary	r	Prefer not to say	4	Administrative support	6
Use a different term	r			Corporate services	23
Prefer not to say	r	LGBTIQ+		Policy	r
		Yes	4	Research	r
Age		No	87	Program and project management support	49
15-34 years	17	Prefer not to say	9	Legal	r
35-54 years	57			Other	15
55+ years	10	LOTE spoken at home			
Prefer not to say	16	Yes	22	Organisation tenure	
		No	72	Less than 1 year	15
Aboriginal and/or Torres Strait Islander		Prefer not to say	6	1 year to less than 2 years	21
Yes	r			2 years to less than 5 years	33
No	93	Working arrangement		5 years to less than 10 years	23
Prefer not to say	r	Full-time	94	10 years to less than 20 years	r
		Part-time	6	More than 20 years	r
Cultural background		Employment status		Salary	
Oceanian	79	Senior executive	4	\$93,294 and below	10
North-West European	11	Ongoing / permanent	34	\$93,295 - \$120,858	11
Southern and Eastern European	5	Temporary	8	\$120,859 - \$161,662	21
North African and Middle Eastern	r	Casual	r	\$161,663 and above	32
South-East Asian	5	Contract-non-executive	48	Prefer not to say	26
North-East Asian	5	Labour hire	r		
Southern and Central Asian	5	Other	r		
Peoples of the Americas	r	Don't know	r		
Sub-Saharan African	r				

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


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

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	75	76	79	r	r	85	87	78	77	76	88
Wellbeing	71%	73%	74%	r	r	65%	66%	69%	68%	74%	84%
Role clarity and support	72%	72%	77%	r	r	74%	85%	70%	72%	73%	80%
Inclusion and diversity	76%	76%	83%	r	r	87%	88%	79%	79%	78%	81%
Teamwork and collaboration	79%	78%	84%	r	r	88%	90%	80%	78%	82%	79%
Learning and development	58%	57%	64%	r	r	73%	80%	56%	62%	59%	67%
Senior managers	70%	72%	75%	r	r	82%	88%	73%	75%	74%	64%
Communication and change management	69%	68%	76%	r	r	78%	86%	73%	68%	73%	70%
Employee voice	75%	72%	83%	r	r	84%	95%	76%	79%	75%	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

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	75	r	r	84	74	r	r	76	r	73
Wellbeing	71%	r	r	93%	78%	r	r	65%	r	76%
Role clarity and support	72%	r	r	90%	72%	r	r	71%	r	77%
Inclusion and diversity	76%	r	r	89%	81%	r	r	78%	r	73%
Teamwork and collaboration	79%	r	r	88%	82%	r	r	80%	r	79%
Learning and development	58%	r	r	81%	61%	r	r	55%	r	59%
Senior managers	70%	r	r	87%	76%	r	r	73%	r	66%
Communication and change management	69%	r	r	89%	75%	r	r	69%	r	66%
Employee voice	75%	r	r	82%	75%	r	r	79%	r	69%

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	75	80	77	75	74	r	r
Wellbeing	71%	77%	79%	70%	66%	r	r
Role clarity and support	72%	78%	74%	70%	73%	r	r
Inclusion and diversity	76%	81%	81%	76%	74%	r	r
Teamwork and collaboration	79%	78%	79%	79%	81%	r	r
Learning and development	58%	71%	61%	52%	57%	r	r
Senior managers	70%	73%	78%	70%	69%	r	r
Communication and change management	69%	78%	74%	68%	67%	r	r
Employee voice	75%	81%	77%	72%	74%	r	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

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	75	76	82	r	r	r	r	r	r
Wellbeing	71%	71%	84%	r	r	r	r	r	r
Role clarity and support	72%	72%	85%	r	r	r	r	r	r
Inclusion and diversity	76%	77%	89%	r	r	r	r	r	r
Teamwork and collaboration	79%	79%	85%	r	r	r	r	r	r
Learning and development	58%	57%	76%	r	r	r	r	r	r
Senior managers	70%	73%	80%	r	r	r	r	r	r
Communication and change management	69%	69%	87%	r	r	r	r	r	r
Employee voice	75%	76%	86%	r	r	r	r	r	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

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	75	r	r	r	r	r	r	r	r	r
Wellbeing	71%	r	r	r	r	r	r	r	r	r
Role clarity and support	72%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	76%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	79%	r	r	r	r	r	r	r	r	r
Learning and development	58%	r	r	r	r	r	r	r	r	r
Senior managers	70%	r	r	r	r	r	r	r	r	r
Communication and change management	69%	r	r	r	r	r	r	r	r	r
Employee voice	75%	r	r	r	r	r	r	r	r	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

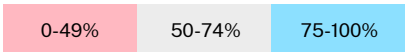
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

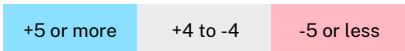


% favourable scores are colour coded based on these ranges:



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.

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

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