

# People Matter

NSW Public Sector  
Employee Survey 2023

## Agency Report

## Landcom

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

**Completed surveys:** 180

**Response rate:** >100% -2 compared to 2022

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## High level results

Discover key employee experience insights

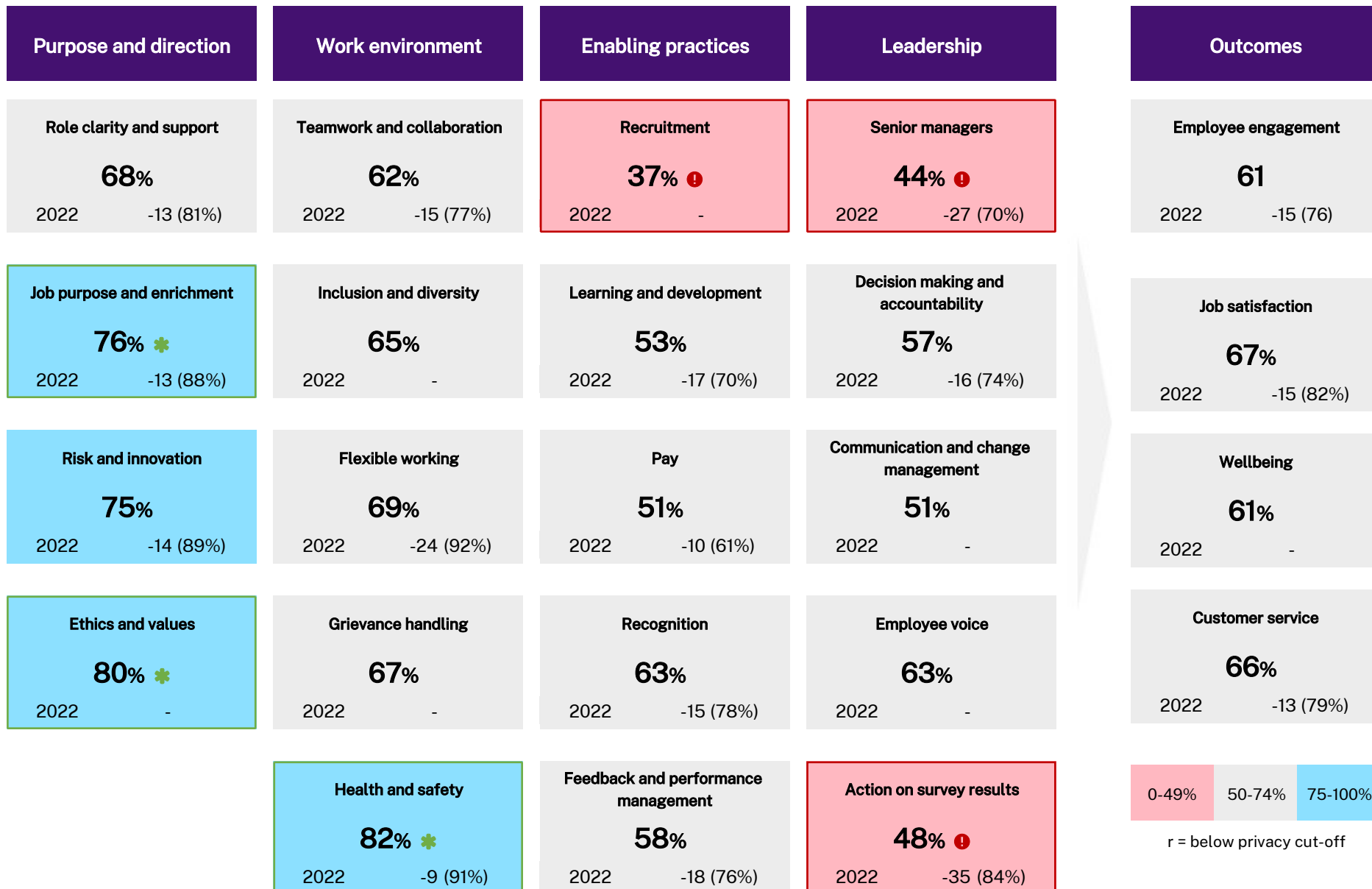
## Headline results for key topics

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.



# 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		95%	-
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		92%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		91%	-5
Ethics and values	7r	I support my organisation's values		89%	-5
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks		88%	-7
- Questions with the lowest favourable scores				2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation		26%	-33
Recruitment	7g	My organisation makes fair promotion decisions		28%	-
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		28%	-31
Employee voice / Senior managers	6e	Senior managers listen to employees		33%	-37
Recruitment	7f	My organisation makes fair recruitment decisions		37%	-

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
Customer service	2d	My workgroup considers customer needs when planning our work	86%	0
- Least improved questions			2023 % favourable	difference from 2022
Employee voice / Senior managers	6e	Senior managers listen to employees	33%	-37
Action on survey results	9	I am confident my organisation will act on the results of this survey	48%	-35
Communication and change management	7b	Change is managed well in my organisation	26%	-33
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	59%	-32
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	28%	-31

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	47%	Improve
Employee voice / Senior managers	6e	Senior managers listen to employees	33%	Improve
Communication and change management	7s	I am supported through changes that affect my work	55%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	60%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	43%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	42%	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
Employee engagement (total score)*				61	-15	-3
7k I would recommend my organisation as a great place to work	59	22	19	59%	-27	-4
7l I am proud to tell others I work for my organisation	65	25	11	65%	-21	-5
7m I feel a strong personal attachment to my organisation	46	30	24	46%	-24	-14
7n My organisation motivates me to help it achieve its goals	54	23	23	54%	-23	0
7o My organisation inspires me to do the best in my job	50	28	22	50%	-26	-6

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

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

19n How long do you think you will continue to work in your current organisation?		2023 % respondents	difference from 2022	difference from Sector
Less than 1 year	<div></div>	15%	+4	+8
1 year to less than 2 years	<div></div>	16%	+7	+7
2 years to less than 5 years	<div></div>	35%	-4	+14
5 years to less than 10 years	<div></div>	19%	-5	-5
10 years to less than 20 years		r	-	-
More than 20 years		r	-	-
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		r	-	-
I am applying for/intend to apply for roles in the private sector	<div></div>	40%	-	+21
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		r	-	-
Other	<div></div>	28%	-	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2023 % respondents	difference from 2022	difference from Sector
There are a lack of future career opportunities in my organisation	<div></div>	67%	-	+36
I can receive a higher salary elsewhere	<div></div>	47%	-	+27

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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
Job satisfaction (total score)				67%	-15	-1
1g My job gives me a feeling of personal accomplishment	69	16	14	69%	-16	-3
1h I feel motivated to contribute more than what is normally required at work	66	14	21	66%	-15	0
1i I am satisfied with my job	67	17	16	67%	-15	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

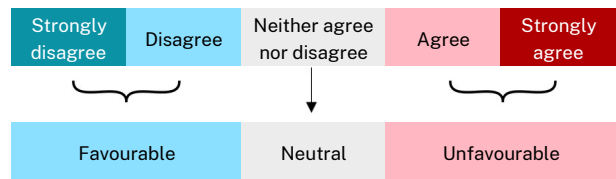
Burnout is typically characterised by ongoing feelings of:

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Wellbeing (total score)					61%	-	+7
1j	The amount of stress in my job is manageable	65	19	16	65%	-	+11
1m	In general, my sense of wellbeing is..	63	26	11	63%	-8	+5
1n	I feel burned out by my work (disagree)	38	25	37	38%	-14	+4
7w	I am satisfied with current workplace practices to help me manage my wellbeing	60	25	15	60%	-	+2
7y	There are effective resources in my organisation to support employee wellbeing	79	16		79%	-14	+15

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)

+5 or more   +4 to -4   -5 or less

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
Customer service (total score)					66%	-13	-3
1k	I am empowered to make the decisions needed to help customers and/or communities	66	23	11	66%	-11	-2
2c	People in my workgroup can explain how their work impacts customers	81	13		81%	-7	0
2d	My workgroup considers customer needs when planning our work	86	9		86%	0	+4
6d	Senior managers communicate the importance of customers in our work	56	27	17	56%	-20	-9
7i	The processes in my organisation are designed to support the best experience for customers	43	36	22	43%	-21	-13
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	61	27	12	61%	-21	-1

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
Role clarity and support (total score)				68%	-13	+3
1a I understand what is expected of me to do well in my job	79	11	10	79%	-10	-5
1b I get the support I need to do my job well	66	18	15	66%	-9	+3
1c I have the tools and technology to do my job well	76	14	9	76%	-11	+8
1d I have the time to do my job well	65	16	19	65%	-8	+12
3e My performance is assessed against clear criteria	58	24	18	58%	-23	+3
3f I have received the training and development I need to do my job well	64	24	13	64%	-15	-1

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
Job purpose and enrichment (total score)						76%	-13	+4
1e	My job gives me opportunities to use a variety of skills					77%	-13	-3
1f	I have a choice in deciding how I carry out day to day work tasks					88%	-7	+16
3d	In the last 12 months, I have received feedback to help me improve my work					63%	-19	-2
5h	My manager communicates how my role contributes to my organisation's purpose					75%	-13	+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
Risk and innovation (total score)					75%	-14	+3
1l	I am comfortable notifying my manager if I become aware of any risks at work	91			91%	-5	+5
5a	My manager encourages people in my workgroup to keep improving the work they do	73	17	9	73%	-18	-1
7a	My organisation is making improvements to meet future challenges	60	21	19	60%	-20	+4

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
Ethics and values (total score)				80%	-	+2
6b Senior managers model the values of my organisation	47	27	26	47%	-27	-8
7q My organisation shows a commitment to ethical behaviours	79	15		79%	-12	+6
7r I support my organisation's values	89	9		89%	-5	+2
7u I understand what ethical behaviour means within my workplace	95			95%	-	+2
7v I would know how to report unethical behaviour if I became aware of it	92			92%	-	+6

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
Teamwork and collaboration (total score)					62%	-15	0
2a	My workgroup works collaboratively to achieve its goals	81		11 8	81%	-8	+2
6c	Senior managers promote collaboration between my organisation and other organisations we work with	47	33	20	47%	-20	-5
7c	There is good co-operation between teams across my organisation	56	22	22	56%	-18	+2

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
Inclusion and diversity (total score)				65%	-	-3
2b People in my workgroup treat each other with respect	86	7	7	86%	-8	+6
6f Senior managers support the career advancement of all employees	28	35	37	28%	-31	-16
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	81	12	7	81%	-6	+3
8b I am comfortable sharing a different view to others in my organisation	66	17	17	66%	-	-3
8c I feel that I belong in my organisation	64	22	14	64%	-17	-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.

		<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2023 % favourable	difference from 2022	difference from Sector
Flexible working (total score)					69%	-24	+6
8e	How satisfied are you with your ability to access and use flexible working arrangements?	<div><div>59</div><div>17</div><div>23</div></div>			59%	-32	-1
8f	My manager supports flexible working in my team	<div><div>78</div><div>12</div><div>10</div></div>			78%	-16	+13

Difference from (percentage point)



r = below privacy cut-off

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times	<div></div>	50%	-9	+6
Working more hours over fewer days	<div></div>	6%	-1	-4
Working additional hours to make up for time off	<div></div>	19%	-7	+1
Flexible scheduling for rostered workers		r	-	-
Part-time work		r	-	-
Job sharing		r	-	-
Working from different locations	<div></div>	28%	-13	+8
Working from home	<div></div>	86%	-4	+44
Purchasing annual leave		r	-	-
Leave without pay		r	-	-
Study leave		r	-	-
Other		r	-	-
None of the above	<div></div>	9%	+3	-20

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
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	67	12	21	67%	-	+2

\*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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>	<div>difference from</div> <div>Sector</div>
Health and safety (total score)				82%	-9	+16
7x I am confident work health and safety issues I raise will be addressed promptly	86	11		86%	-3	+17
7y There are effective resources in my organisation to support employee wellbeing	79	16		79%	-14	+15

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Recruitment (total score)				37%	-	-8
7f My organisation makes fair recruitment decisions	37	39	24	37%	-	-8
7g My organisation makes fair promotion decisions	28	39	33	28%	-	-11
7h My organisation generally selects capable people to do the job	46	28	26	46%	-23	-6

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
Learning and development (total score)				53%	-17	-3
3f I have received the training and development I need to do my job well	64	24	13	64%	-15	-1
3g I am satisfied with the opportunities available for career development in my organisation	40	22	39	40%	-14	-10
7e My organisation is committed to developing its employees	55	26	19	55%	-21	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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?**

	<b>2023</b> % respondents	difference from <b>2022</b>	difference from <b>Sector</b>
Yes	37%	+10	-4
No	63%	-10	+4

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

Lack of visible opportunities		32%	+3	+4
Lack of promotion opportunities		48%	+5	+21
Lack of support from my manager / supervisor		12%	+6	+1
Geographic location considerations		14%	+5	-10
Personal / family considerations		17%	-1	-14
Insufficient training and development		r	-	-
Lack of required capabilities or experience		12%	+2	0
Lack of support for temporary assignments / secondments		13%	+3	-1
The application / recruitment process is too cumbersome or time consuming		13%	+3	-9
Other		r	-	-
There are no major barriers to my career progression		29%	-7	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4 I am paid fairly for the work I do	51	17	32	51%	-10	+6

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
Recognition (total score)				63%	-15	0
5f My manager provides recognition for the work I do	75	16	9	75%	-10	+4
7p I receive adequate recognition for my contributions from my organisation	50	25	25	50%	-20	-3

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
Feedback and performance management (total score)				58%	-18	+2
3d In the last 12 months, I have received feedback to help me improve my work	63	20	17	63%	-19	-2
3e My performance is assessed against clear criteria	58	24	18	58%	-23	+3
5g My manager appropriately deals with employees who perform poorly	54	32	14	54%	-12	+5

Performance management process	2023 % respondents	difference from 2022	difference from Sector
3a I have a performance and development plan that sets out my individual goals	90%	-6	+16
3b I have informal feedback conversations with my manager	86%	-8	+6
3c I have scheduled feedback conversations with my manager	85%	-2	+19

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

			2023 % favourable	difference from 2022	difference from Sector
			FavourableNeutralUnfavourable		
Senior managers (total score)			44%	-27	-8
6a	Senior managers provide clear direction for the future of the organisation	492030	49%	-26	0
6b	Senior managers model the values of my organisation	472726	47%	-27	-8
6c	Senior managers promote collaboration between my organisation and other organisations we work with	473320	47%	-20	-5
6d	Senior managers communicate the importance of customers in our work	562717	56%	-20	-9
6e	Senior managers listen to employees	333037	33%	-37	-13
6f	Senior managers support the career advancement of all employees	283537	28%	-31	-16

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
Decision making and accountability (total score)				57%	-16	-2
5e I have confidence in the decisions my manager makes	73	12	15	73%	-16	+1
7d People in my organisation take responsibility for their own actions	42	29	29	42%	-17	-6

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
Communication and change management (total score)				51%	-	-5
5b My manager communicates effectively with me	75	12	13	75%	-12	0
6a Senior managers provide clear direction for the future of the organisation	49	20	30	49%	-26	0
7b Change is managed well in my organisation	26	26	48	26%	-33	-13
7s I am supported through changes that affect my work	55	22	22	55%	-	-3
7t I have the opportunity to provide feedback on change processes that directly affect me	52	21	27	52%	-	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Employee voice (total score)				63%	-	-2
5c My manager encourages and values employee input	81	8	12	81%	-10	+5
5d My manager involves my workgroup in decisions about our work	72	16	12	72%	-17	+1
6e Senior managers listen to employees	33	30	37	33%	-37	-13
8b I am comfortable sharing a different view to others in my organisation	66	17	17	66%	-	-3

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
9 I am confident my organisation will act on the results of this survey	48	24	28	48%	-35	+5

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
been aware of any misconduct in your organisation	<div></div>	9%	+5	-6
witnessed bullying	<div></div>	15%	+10	-5
experienced bullying		r	-	-
witnessed sexual harassment		r	-	-
experienced sexual harassment		r	-	-
experienced threats or physical harm		r	-	-
experienced discrimination	<div></div>	6%	+2	-4
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



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## 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	34	Yes	r	Service delivery involving direct contact with the public	r
Man	36	No	r	Other service delivery work	r
Non-binary	r	Prefer not to say	13	Administrative support	9
Use a different term	r			Corporate services	25
Prefer not to say	29	<b>LGBTIQ+</b>		Policy	r
		Yes	r	Research	r
<b>Age</b>		No	75	Program and project management support	21
15-34 years	18	Prefer not to say	r	Legal	r
35-54 years	39			Other	34
55+ years	7	<b>LOTE spoken at home</b>			
Prefer not to say	36	Yes	26	<b>Organisation tenure</b>	
		No	54	Less than 1 year	14
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	20	1 year to less than 2 years	14
Yes	r			2 years to less than 5 years	30
No	82	<b>Working arrangement</b>		5 years to less than 10 years	27
Prefer not to say	r	Full-time	r	10 years to less than 20 years	r
		Part-time	r	More than 20 years	r
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	77	Senior executive	r	\$93,294 and below	6
North-West European	r	Ongoing / permanent	82	\$93,295 - \$120,858	9
Southern and Eastern European	r	Temporary	r	\$120,859 - \$161,662	29
North African and Middle Eastern	r	Casual	r	\$161,663 and above	31
South-East Asian	r	Contract-non-executive	7	Prefer not to say	25
North-East Asian	r	Labour hire	r		
Southern and Central Asian	10	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%.

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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	Business Development	Communications & Policy	Finance & Commercial	Legal & Compliance	Office of the CEO & People, Culture & Safety	Projects A	Projects B
Employee engagement	61	53	59	66	55	66	64	58
Wellbeing	61%	44%	64%	65%	51%	60%	67%	61%
Role clarity and support	68%	53%	64%	78%	67%	71%	71%	65%
Inclusion and diversity	65%	61%	71%	64%	73%	67%	63%	65%
Teamwork and collaboration	62%	46%	53%	69%	67%	62%	71%	57%
Learning and development	53%	47%	56%	48%	52%	64%	52%	55%
Senior managers	44%	22%	47%	55%	41%	43%	49%	39%
Communication and change management	51%	23%	53%	64%	42%	56%	62%	45%
Employee voice	63%	46%	67%	68%	61%	61%	70%	59%

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	61	65	64	r	r	r	r	67	66	62	79
Wellbeing	61%	67%	62%	r	r	r	r	68%	65%	62%	80%
Role clarity and support	68%	74%	66%	r	r	r	r	76%	71%	66%	82%
Inclusion and diversity	65%	74%	68%	r	r	r	r	72%	72%	67%	84%
Teamwork and collaboration	62%	70%	60%	r	r	r	r	72%	64%	61%	82%
Learning and development	53%	58%	53%	r	r	r	r	60%	55%	49%	76%
Senior managers	44%	51%	48%	r	r	r	r	59%	53%	45%	74%
Communication and change management	51%	59%	57%	r	r	r	r	67%	63%	53%	80%
Employee voice	63%	72%	68%	r	r	r	r	72%	76%	65%	86%

 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	61	r	r	74	66	r	r	62	r	57
Wellbeing	61%	r	r	83%	61%	r	r	68%	r	54%
Role clarity and support	68%	r	r	87%	76%	r	r	72%	r	60%
Inclusion and diversity	65%	r	r	78%	68%	r	r	72%	r	59%
Teamwork and collaboration	62%	r	r	85%	70%	r	r	70%	r	54%
Learning and development	53%	r	r	59%	56%	r	r	62%	r	42%
Senior managers	44%	r	r	59%	51%	r	r	54%	r	38%
Communication and change management	51%	r	r	66%	61%	r	r	54%	r	46%
Employee voice	63%	r	r	81%	68%	r	r	70%	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

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# 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	61	63	72	62	55	r	r
Wellbeing	61%	71%	67%	63%	58%	r	r
Role clarity and support	68%	67%	64%	69%	63%	r	r
Inclusion and diversity	65%	65%	69%	68%	63%	r	r
Teamwork and collaboration	62%	60%	65%	60%	62%	r	r
Learning and development	53%	56%	58%	51%	50%	r	r
Senior managers	44%	46%	55%	45%	43%	r	r
Communication and change management	51%	61%	62%	54%	47%	r	r
Employee voice	63%	73%	64%	64%	62%	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


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# 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	61	r	r	r	r	r	r	r	r
Wellbeing	61%	r	r	r	r	r	r	r	r
Role clarity and support	68%	r	r	r	r	r	r	r	r
Inclusion and diversity	65%	r	r	r	r	r	r	r	r
Teamwork and collaboration	62%	r	r	r	r	r	r	r	r
Learning and development	53%	r	r	r	r	r	r	r	r
Senior managers	44%	r	r	r	r	r	r	r	r
Communication and change management	51%	r	r	r	r	r	r	r	r
Employee voice	63%	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

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## 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	61	r	r	r	r	r	r	r	r	r
Wellbeing	61%	r	r	r	r	r	r	r	r	r
Role clarity and support	68%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	65%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	62%	r	r	r	r	r	r	r	r	r
Learning and development	53%	r	r	r	r	r	r	r	r	r
Senior managers	44%	r	r	r	r	r	r	r	r	r
Communication and change management	51%	r	r	r	r	r	r	r	r	r
Employee voice	63%	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

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## **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.

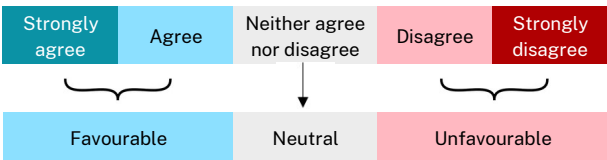


Privacy

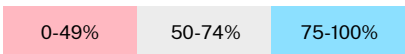
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

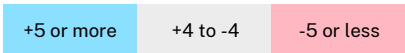


% favourable scores are colour coded based on these ranges:



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></div> <div>CELEBRATE</div>	<div></div> <div>INVESTIGATE FURTHER WITH OUR TEAMS</div>	<div></div> <div>OPPORTUNITIES</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>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>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>

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