

# People Matter

NSW Public Sector  
Employee Survey 2022

## Cluster Report

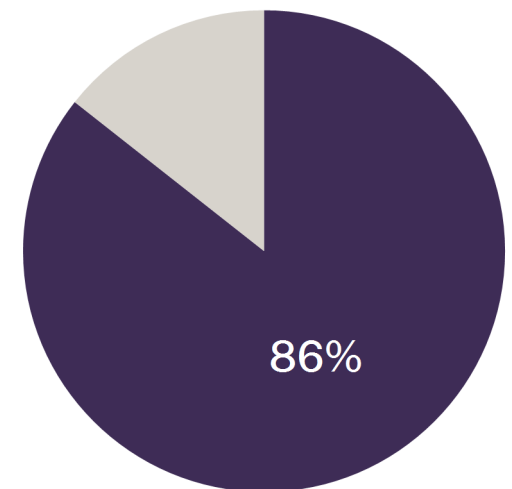
## Customer Service

**Survey period:** 22 August to 16 September 2022

**Completed surveys:** 11,568

**Response rate:** 86%

Response rate:



High level results..... 3

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## High level results

Discover key results and patterns

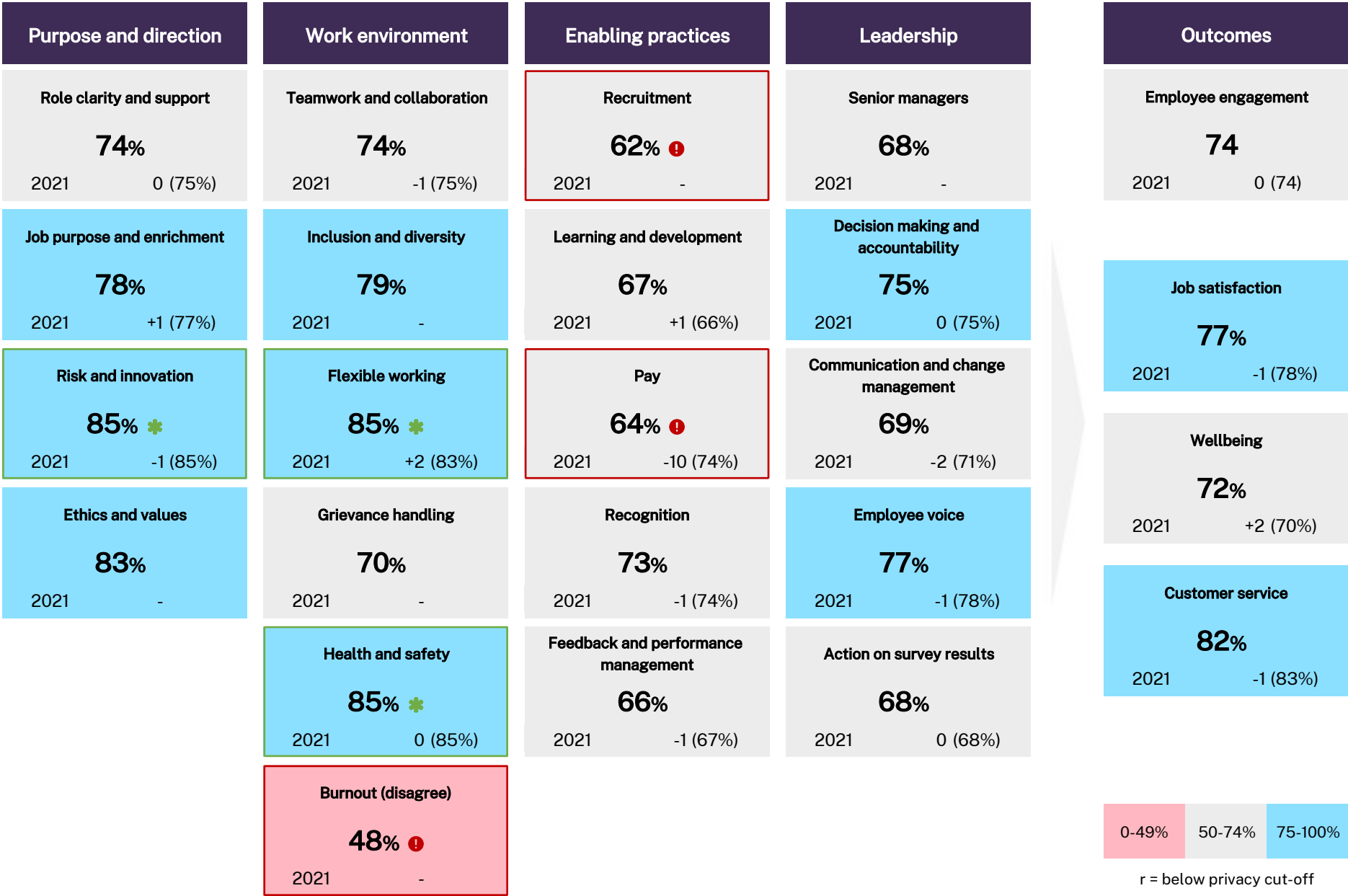
# Headline results for key topics

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 for you. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.



## Highest and lowest 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			2022 % favourable	difference from 2021
Ethics and values	7q	I support my organisation's values	93%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	92%	-1
Inclusion and diversity	2b	People in my workgroup treat each other with respect	91%	0
Customer service	2d	My workgroup considers customer needs when planning our work	88%	0
Flexible working	8f	My manager supports flexible working in my team	87%	+2

- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Burnout (disagree)	1n	I feel burned out by my work (disagree)	48%	-
Communication and change management	7b	Change is managed well in my organisation	57%	-2
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	58%	-
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	60%	-2
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	61%	-

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

			2022 % favourable	difference from 2021
Wellbeing	1m	In general, my sense of wellbeing is...	71%	+3
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	83%	+2
Wellbeing	1j	I can keep my work stress at an acceptable level	74%	+2
Flexible working	8f	My manager supports flexible working in my team	87%	+2
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	76%	+2

### - Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	64%	-10
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	67%	-3
Employee voice / Senior managers	6e	Senior managers listen to employees	63%	-3
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	71%	-3
Senior managers / Teamwork and collaboration	6c	Senior managers promote collaboration between my organisation and other organisations we work with	67%	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Key drivers for engagement

The key driver analysis identifies questions with the strongest influence on your employee 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		2022 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	70%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	76%	Maintain
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	85%	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	66%	Maintain
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	71%	Maintain
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	74%	Maintain

r = below privacy cut-off

## Results by topic

Discover more about your results



# Employee engagement

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	2022 % favourable	difference from 2021	difference from Sector
Employee engagement (total score)*				74	0	+9
7j I would recommend my organisation as a great place to work	80	13	7	80%	0	+18
7k I am proud to tell others I work for my organisation	81	14		81%	+1	+12
7l I feel a strong personal attachment to my organisation	67	23	10	67%	-1	+6
7m My organisation motivates me to help it achieve its goals	72	19	9	72%	-1	+18
7n My organisation inspires me to do the best in my job	72	19	9	72%	-1	+17

\*See 'Additional information about the survey' for more 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?

		2022 % respondents	difference from 2021	difference from Sector
Less than 1 year		8%	-1	-1
1 year to less than 2 years		10%	-1	0
2 years to less than 5 years		22%	0	+2
5 years to less than 10 years		24%	-1	-1
10 years to less than 20 years		20%	0	-2
More than 20 years		17%	+2	+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	2022 % favourable	difference from 2021	difference from Sector
<b>Job satisfaction (total score)</b>				<b>77%</b>	-1	+8
1g My job gives me a feeling of personal accomplishment	77	14	9	77%	-1	+5
1h I feel motivated to contribute more than what is normally required at work	77	14	10	77%	-1	+10
1i I am satisfied with my job	76	14	10	76%	-1	+10

### 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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
Wellbeing (total score)				72%	+2	+14
1j I can keep my work stress at an acceptable level	74	14	12	74%	+2	+15
1m In general, my sense of wellbeing is..	71	23		71%	+3	+13

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	2022 % favourable	difference from 2021	difference from Sector
<b>Customer service (total score)</b>					<b>82%</b>	<b>-1</b>	<b>+12</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	78	14	8	78%	-1	+10
2c	People in my workgroup can explain how their work impacts customers	87	10		87%	-1	+6
2d	My workgroup considers customer needs when planning our work	88	8		88%	0	+6
6d	Senior managers communicate the importance of customers in our work	81	14		81%	-3	+16
7h	The processes in my organisation are designed to support the best experience for customers	74	17	9	74%	-1	+17
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	82	14		82%	0	+18

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.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Role clarity and support (total score)				74%	0	+10
1a I understand what is expected of me to do well in my job	87	8		87%	0	+2
1b I get the support I need to do my job well	78	12	10	78%	0	+15
1c I have the tools and technology to do my job well	79	11	10	79%	-1	+11
1d I have the time to do my job well	71	14	14	71%	+1	+19
3e My performance is assessed against clear criteria	62	24	14	62%	-2	+7
3f I have received the training and development I need to do my job well	69	19	12	69%	+1	+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	2022 % favourable	difference from 2021	difference from Sector
Job purpose and enrichment (total score)				78%	+1	+7
1e My job gives me opportunities to use a variety of skills	81	11	8	81%	-1	+2
1f I have a choice in deciding how I carry out day to day work tasks	76	13	11	76%	+2	+4
3d In the last 12 months, I have received feedback to help me improve my work	75	16	10	75%	0	+12
5h My manager communicates how my role contributes to my organisation's purpose	80	13	7	80%	+1	+12

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. Risk can relate to many things in the workplace.

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	2022 % favourable	difference from 2021	difference from Sector
Risk and innovation (total score)					85%	-1	+12
1l	I am comfortable notifying my manager if I become aware of any risks at work	92			92%	-1	+6
5a	My manager encourages people in my workgroup to keep improving the work they do	85			85%	-1	+11
7a	My organisation is making improvements to meet future challenges	76			76%	0	+19

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	2022 % favourable	difference from 2021	difference from Sector
Ethics and values (total score)				83%	-	+14
6b Senior managers model the values of my organisation	71	21	8	71%	-3	+18
7p My organisation shows a commitment to ethical behaviours	85	11		85%	-	+15
7q I support my organisation's values	93			93%	-	+8

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	2022 % favourable	difference from 2021	difference from Sector
Teamwork and collaboration (total score)					74%	-1	+12
2a	My workgroup works collaboratively to achieve its goals	86 9			86%	0	+7
6c	Senior managers promote collaboration between my organisation and other organisations we work with	67 25 8			67%	-3	+15
7c	There is good co-operation between teams across my organisation	67 19 14			67%	-1	+13

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	2022 % favourable	difference from 2021	difference from Sector
Inclusion and diversity (total score)				79%	-	+11
2b People in my workgroup treat each other with respect	91			91%	0	+10
6f Senior managers support the career advancement of all employees	61	27	12	61%	-	+17
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	86	9		86%	-3	+8
8b I can speak up and share a different view to others in my organisation	78	14	8	78%	-1	+12
8c I feel that I belong in my organisation	79	14	7	79%	-1	+9

Difference from (percentage point)

+5 or more

+4 to -4

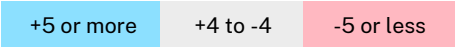
-5 or less

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>FavourableNeutralUnfavourable</div>			2022 % favourable	difference from 2021	difference from Sector
Flexible working (total score)			85%	+2	+23
8e	How satisfied are you with your ability to access and use flexible working arrangements?		<div>8311</div> 83%	+2	+23
8f	My manager supports flexible working in my team		<div>879</div> 87%	+2	+22

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		2022 % respondents	difference from 2021	difference from Sector
Flexible start and finish times	<div></div>	62%	+2	+18
Working more hours over fewer days	<div></div>	16%	+2	+6
Working additional hours to make up for time off	<div></div>	26%	+2	+8
Flexible scheduling for rostered workers	<div></div>	8%	-1	+1
Part-time work	<div></div>	9%	-1	-3
Job sharing	<div></div>	1%	0	-2
Working from different locations	<div></div>	24%	+8	+4
Working from home	<div></div>	74%	+2	+26
Purchasing annual leave	<div></div>	1%	0	0
Leave without pay	<div></div>	7%	+2	-1
Study leave	<div></div>	1%	0	-3
Other	<div></div>	3%	-1	0
None of the above	<div></div>	9%	-3	-17

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	2022 % favourable	difference from 2021	difference from Sector
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	70	22	8	70%	-	+18

\*See p.36 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>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
Health and safety (total score)				85%	0	+16
7r I am confident work health and safety issues I raise will be addressed promptly	87	9		87%	+1	+13
7s There are effective resources in my organisation to support employee wellbeing	83	12		83%	-1	+19

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Burnout is typically characterised by ongoing feelings of:

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

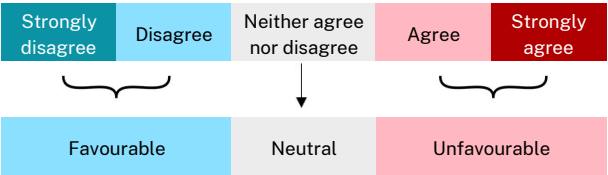
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
1n I feel burned out by my work (disagree)	48	29	23	48%	-	+14

**Note on interpretation:**

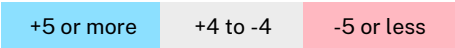
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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.



**Difference from (percentage point)**



r = below privacy cut-off



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

			Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Recruitment (total score)						62%	-	+14
7f	My organisation makes fair recruitment and promotion decisions		58	26	16	58%	-	+14
7g	My organisation generally selects capable people to do the job		67	20	13	67%	-1	+14

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	2022 % favourable	difference from 2021	difference from Sector
Learning and development (total score)						67%	+1	+12
3f	I have received the training and development I need to do my job well		69 19 12			69%	+1	+6
3g	I am satisfied with the opportunities available for career development in my organisation		61 21 18			61%	+1	+12
7e	My organisation is committed to developing its employees		70 19 10			70%	+1	+18

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>2022</b> % respondents	difference from <b>2021</b>	difference from <b>Sector</b>
Yes	45%	+3	+4
No	55%	-3	-4

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

Lack of visible opportunities		23%	0	-4
Lack of promotion opportunities		24%	+1	-3
Lack of support from my manager / supervisor		7%	0	-4
Geographic location considerations		18%	+2	-7
Personal / family considerations		22%	+1	-8
Insufficient training and development		12%	-1	-3
Lack of required capabilities or experience		15%	+1	+3
Lack of support for temporary assignments / secondments		11%	0	-4
The application / recruitment process is too cumbersome or time consuming		21%	+1	-1
Other		9%	0	-1
There are no major barriers to my career progression		35%	-1	+7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
4 I am paid fairly for the work I do	64	18	18	64%	-10	+16

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	2022 % favourable	difference from 2021	difference from Sector
Recognition (total score)				73%	-1	+13
5f My manager provides recognition for the work I do	81	12	8	81%	-2	+10
7o I receive adequate recognition for my contributions from my organisation	66	21	13	66%	0	+17

Difference from (percentage point)

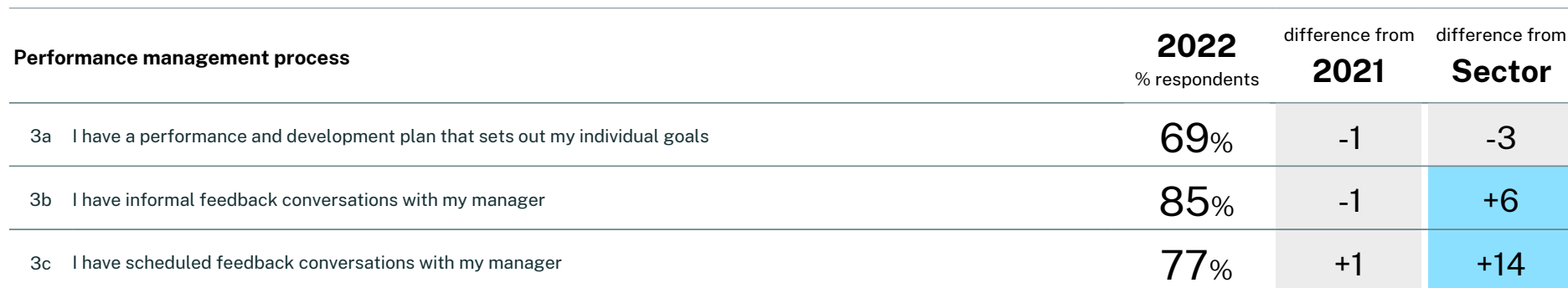
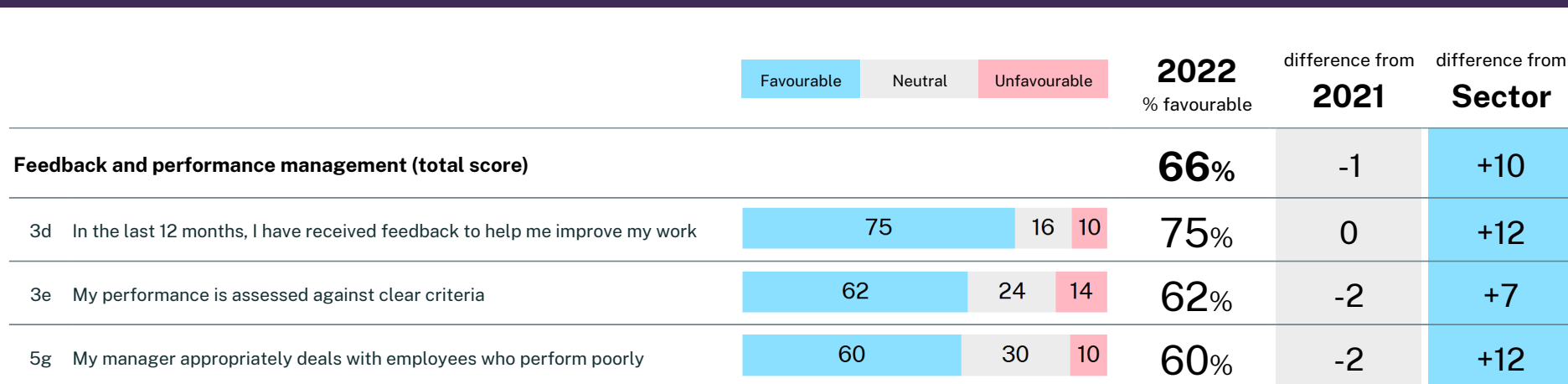
+5 or more

+4 to -4

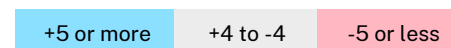
-5 or less

r = below privacy cut-off

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



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	2022 % favourable	difference from 2021	difference from Sector
Senior managers (total score)					68%	-	+17
6a	Senior managers provide clear direction for the future of the organisation	67	23	10	67%	-3	+17
6b	Senior managers model the values of my organisation	71	21	8	71%	-3	+18
6c	Senior managers promote collaboration between my organisation and other organisations we work with	67	25	8	67%	-3	+15
6d	Senior managers communicate the importance of customers in our work	81	14		81%	-3	+16
6e	Senior managers listen to employees	63	25	12	63%	-3	+18
6f	Senior managers support the career advancement of all employees	61	27	12	61%	-	+17

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	2022 % favourable	difference from 2021	difference from Sector
Decision making and accountability (total score)				75%	0	+14
5e I have confidence in the decisions my manager makes	82	11	7	82%	-2	+10
7d People in my organisation take responsibility for their own actions	67	22	11	67%	+1	+19

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	2022 % favourable	difference from 2021	difference from Sector
<b>Communication and change management (total score)</b>				<b>69%</b>	-2	+15
5b My manager communicates effectively with me	84	9	7	84%	-1	+9
6a Senior managers provide clear direction for the future of the organisation	67	23	10	67%	-3	+17
7b Change is managed well in my organisation	57	26	18	57%	-2	+18

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 speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Employee voice (total score)				77%	-1	+13
5c My manager encourages and values employee input	86	8		86%	-1	+11
5d My manager involves my workgroup in decisions about our work	81	11	8	81%	0	+11
6e Senior managers listen to employees	63	25	12	63%	-3	+18
8b I can speak up and share a different view to others in my organisation	78	14	8	78%	-1	+12

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	2022 % favourable	difference from 2021	difference from Sector
9 I am confident my organisation will act on the results of this survey	68	20	12	68%	0	+24

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...		2022 % respondents	difference from 2021	difference from Sector
been aware of any misconduct in your organisation	<div></div>	6%	0	-9
witnessed bullying	<div></div>	9%	0	-12
experienced bullying	<div></div>	6%	0	-7
witnessed sexual harassment	<div></div>	1%	0	-2
experienced sexual harassment	<div></div>	2%	0	-3
experienced threats or physical harm	<div></div>	1%	0	-7
experienced discrimination	<div></div>	6%	+1	-4
experienced racism	<div></div>	2%	0	-2

Definitions

- **Misconduct:** behaviour that is unethical or illegal, 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 may make a person feel offended, humiliated, or intimidated

- **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	55	Yes	7	Service delivery involving direct contact with the public	31
Man	33	No	87	Other service delivery work	11
Non-binary	1	Prefer not to say	6	Administrative support	5
Use a different term	0			Corporate services	14
Prefer not to say	11	<b>LGBTIQ+</b>		Policy	3
		Yes	6	Research	1
<b>Age</b>		No	84	Program and project management support	12
15-34 years	27	Prefer not to say	10	Legal	2
35-54 years	47			Other	22
55+ years	10	<b>LOTE spoken at home</b>			
Prefer not to say	16	Yes	31		
		No	62	<b>Organisation tenure</b>	
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	7	Less than 1 year	26
Yes	3			1 year to less than 2 years	19
No	90	<b>Working arrangement</b>		2 years to less than 5 years	23
Prefer not to say	7	Full-time	90	5 years to less than 10 years	19
		Part-time	10	10 years to less than 20 years	10
<b>Cultural background</b>				More than 20 years	4
Oceanian	66	<b>Employment status</b>			
North-West European	12	Senior executive	3	<b>Salary</b>	
Southern and Eastern European	6	Ongoing / permanent	75	\$87,492 and below	38
North African and Middle Eastern	4	Temporary	7	\$87,493 - \$113,342	22
South-East Asian	5	Casual	1	\$113,343 - \$151,608	18
North-East Asian	5	Contract-non-executive	7	\$151,609 and above	8
Southern and Central Asian	16	Labour hire	4	Prefer not to say	13
Peoples of the Americas	2	Other	1		
Sub-Saharan African	1	Don't know	2		

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	Better Regulation	Corporate Services	Customer Delivery & Transformation	Department of Customer Service	Digital.NSW	Independent Review Office	NSW SBC	Office of the Building Commissioner	Office of the Secretary	People & Culture	Personal Injury Commission	Revenue NSW	Service NSW
Employee engagement	74	71	72	72	74	72	66	73	78	76	74	54	71	77
Wellbeing	72%	70%	74%	68%	72%	71%	56%	73%	75%	79%	65%	52%	70%	75%
Role clarity and support	74%	73%	71%	67%	74%	69%	63%	84%	70%	81%	65%	49%	74%	78%
Inclusion and diversity	79%	78%	79%	79%	79%	79%	66%	80%	90%	82%	81%	62%	77%	80%
Teamwork and collaboration	74%	72%	74%	76%	74%	73%	56%	73%	87%	78%	75%	54%	72%	75%
Learning and development	67%	68%	58%	62%	67%	62%	49%	70%	54%	72%	66%	35%	66%	71%
Senior managers	68%	70%	70%	70%	68%	68%	56%	76%	88%	75%	76%	47%	67%	67%
Communication and change management	69%	68%	69%	66%	69%	65%	55%	81%	78%	73%	68%	52%	68%	72%
Employee voice	77%	77%	79%	77%	77%	78%	55%	86%	89%	81%	80%	55%	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

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Selected key topic results by child unit(continued)

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	State Insurance Regulatory Authority
Employee engagement	74	73
Wellbeing	72%	82%
Role clarity and support	74%	80%
Inclusion and diversity	79%	83%
Teamwork and collaboration	74%	75%
Learning and development	67%	75%
Senior managers	68%	76%
Communication and change management	69%	75%
Employee voice	77%	85%

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 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	74	77	75	60	75	72	75	77	77	76	74
Wellbeing	72%	75%	77%	48%	70%	61%	69%	78%	76%	76%	75%
Role clarity and support	74%	78%	76%	53%	76%	68%	74%	79%	80%	77%	77%
Inclusion and diversity	79%	82%	82%	53%	77%	73%	79%	83%	83%	82%	81%
Teamwork and collaboration	74%	77%	76%	55%	73%	69%	72%	80%	78%	77%	75%
Learning and development	67%	72%	68%	48%	70%	63%	68%	70%	74%	70%	68%
Senior managers	68%	72%	71%	45%	64%	63%	68%	74%	73%	72%	69%
Communication and change management	69%	73%	71%	44%	70%	64%	69%	76%	75%	73%	70%
Employee voice	77%	80%	81%	54%	76%	72%	78%	82%	82%	81%	78%

 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 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	74	74	74	75	73	75	75	75	66	73
Wellbeing	72%	73%	73%	77%	71%	73%	80%	74%	65%	72%
Role clarity and support	74%	77%	74%	78%	71%	78%	72%	72%	62%	75%
Inclusion and diversity	79%	78%	81%	82%	81%	83%	81%	82%	72%	78%
Teamwork and collaboration	74%	72%	73%	78%	77%	77%	80%	77%	69%	74%
Learning and development	67%	69%	68%	71%	64%	76%	69%	67%	50%	67%
Senior managers	68%	64%	69%	76%	73%	75%	78%	75%	62%	69%
Communication and change management	69%	68%	69%	75%	70%	74%	71%	70%	61%	70%
Employee voice	77%	75%	80%	80%	80%	84%	82%	82%	69%	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


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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	74	79	76	74	72	68	69
Wellbeing	72%	81%	74%	72%	70%	66%	65%
Role clarity and support	74%	80%	76%	74%	73%	69%	75%
Inclusion and diversity	79%	85%	82%	79%	77%	74%	78%
Teamwork and collaboration	74%	81%	76%	73%	72%	68%	71%
Learning and development	67%	75%	69%	66%	65%	61%	66%
Senior managers	68%	76%	71%	68%	65%	62%	63%
Communication and change management	69%	78%	72%	69%	67%	61%	63%
Employee voice	77%	83%	80%	78%	75%	71%	74%

 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	74	74	75	77	77	73	73	75	73
Wellbeing	72%	74%	75%	73%	77%	67%	70%	73%	70%
Role clarity and support	74%	72%	79%	73%	79%	75%	76%	77%	76%
Inclusion and diversity	79%	81%	81%	81%	83%	79%	76%	81%	77%
Teamwork and collaboration	74%	75%	77%	71%	77%	73%	71%	71%	69%
Learning and development	67%	65%	70%	71%	75%	71%	63%	78%	69%
Senior managers	68%	72%	72%	64%	72%	67%	67%	76%	62%
Communication and change management	69%	69%	73%	68%	75%	68%	68%	77%	65%
Employee voice	77%	79%	79%	71%	82%	77%	74%	77%	75%

 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	74	77	71	80	74	75	81	81	78	75
Wellbeing	72%	77%	73%	82%	67%	73%	81%	78%	68%	73%
Role clarity and support	74%	81%	75%	83%	70%	80%	81%	79%	78%	71%
Inclusion and diversity	79%	83%	76%	80%	80%	81%	84%	86%	82%	83%
Teamwork and collaboration	74%	78%	72%	72%	79%	73%	80%	78%	78%	80%
Learning and development	67%	75%	66%	73%	70%	72%	77%	79%	68%	65%
Senior managers	68%	72%	58%	64%	65%	65%	77%	71%	71%	77%
Communication and change management	69%	74%	67%	68%	61%	70%	77%	72%	73%	74%
Employee voice	77%	80%	73%	72%	69%	79%	83%	77%	78%	83%

 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 almost 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.

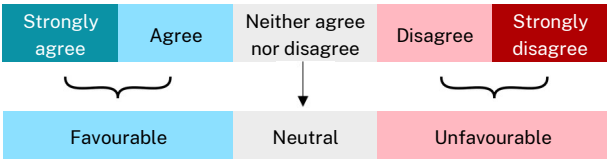


Privacy

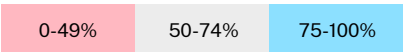
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

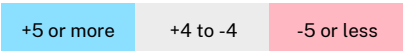


% favourable scores are colour coded based on these ranges:



Difference scores

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



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

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.

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%.

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

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.




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



## Action planning

We are all responsible for building a world class public service. Improving employee experience is a 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
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

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