

# People Matter

NSW Public Sector  
Employee Survey 2023

Agency Report

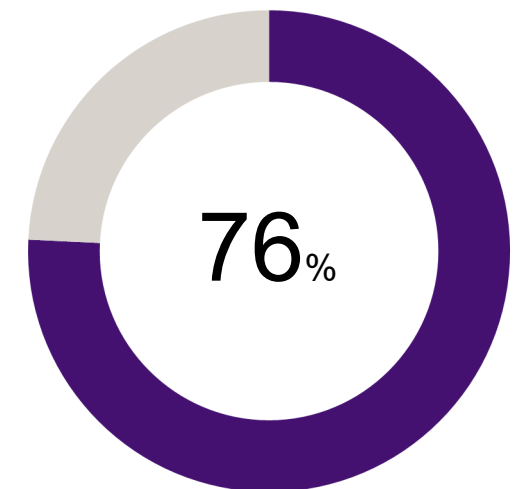
NSW Office of Sport

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

**Completed surveys:** 300

**Response rate:** 76% +6 compared to 2022

Response rate:



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

### NSW public sector

- Stronger Communities
  - NSW Office of Sport

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## High level results

Discover key employee experience insights

## Headline results for key topics

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



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

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

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<b>Role clarity and support</b> <b>68%</b> 2022 +4 (63%)	<b>Teamwork and collaboration</b> <b>67%</b> 2022 +3 (64%)	<b>Recruitment</b> <b>51% !</b> 2022 -	<b>Senior managers</b> <b>57% !</b> 2022 +2 (55%)	<b>Employee engagement</b> <b>68</b> 2022 +3 (65)
<b>Job purpose and enrichment</b> <b>75% *</b> 2022 +1 (74%)	<b>Inclusion and diversity</b> <b>72%</b> 2022 -	<b>Learning and development</b> <b>59%</b> 2022 +9 (50%)	<b>Decision making and accountability</b> <b>60%</b> 2022 +1 (60%)	<b>Job satisfaction</b> <b>74%</b> 2022 +3 (71%)
<b>Risk and innovation</b> <b>76% *</b> 2022 +2 (74%)	<b>Flexible working</b> <b>74%</b> 2022 -2 (76%)	<b>Pay</b> <b>66%</b> 2022 +1 (64%)	<b>Communication and change management</b> <b>58%</b> 2022 -	<b>Wellbeing</b> <b>59%</b> 2022 -
<b>Ethics and values</b> <b>85% *</b> 2022 -	<b>Grievance handling</b> <b>67%</b> 2022 -	<b>Recognition</b> <b>66%</b> 2022 +3 (62%)	<b>Employee voice</b> <b>71%</b> 2022 -	<b>Customer service</b> <b>72%</b> 2022 0 (72%)
	<b>Health and safety</b> <b>71%</b> 2022 0 (70%)	<b>Feedback and performance management</b> <b>56% !</b> 2022 +1 (55%)	<b>Action on survey results</b> <b>58%</b> 2022 +3 (54%)	

0-49% 50-74% 75-100%

r = below privacy cut-off

# Highest and lowest scoring questions

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

+ Questions with the highest favourable scores			2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace	99%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	92%	+3
Ethics and values	7r	I support my organisation's values	92%	+1
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	90%	-
Customer service	2d	My workgroup considers customer needs when planning our work	88%	+1
- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation	37%	+7
Wellbeing	1n	I feel burned out by my work (disagree)	38%	-3
Recruitment	7g	My organisation makes fair promotion decisions	45%	-
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	46%	+4
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	47%	+2

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**

Learning and development	7e	My organisation is committed to developing its employees	62%	+12
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	67%	+10
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	82%	+9
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	59%	+8
Role clarity and support	1d	I have the time to do my job well	62%	+7

### - Least improved questions

**2023**  
% favourable

difference from  
**2022**

Customer service	7i	The processes in my organisation are designed to support the best experience for customers	51%	-4
Wellbeing	1n	I feel burned out by my work (disagree)	38%	-3
Customer service	2c	People in my workgroup can explain how their work impacts customers	84%	-3
Flexible working	8f	My manager supports flexible working in my team	75%	-2
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	72%	-2

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
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	62%	Improve
Communication and change management	7b	Change is managed well in my organisation	37%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	55%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	53%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	47%	Improve
Communication and change management	7s	I am supported through changes that affect my work	58%	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)*				68	+3	+3	+8
7k I would recommend my organisation as a great place to work	72	20	9	72%	+5	+9	+18
7l I am proud to tell others I work for my organisation	80	15		80%	+7	+10	+16
7m I feel a strong personal attachment to my organisation	66	24	10	66%	+3	+5	+10
7n My organisation motivates me to help it achieve its goals	55	29	16	55%	+2	0	+9
7o My organisation inspires me to do the best in my job	56	31	13	56%	+2	0	+9

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



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.

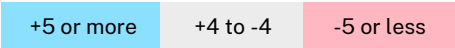
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	7%	-7	-1	-1
1 year to less than 2 years	<div></div>	11%	-2	+2	+3
2 years to less than 5 years	<div></div>	30%	+7	+9	+12
5 years to less than 10 years	<div></div>	26%	+1	+2	+3
10 years to less than 20 years	<div></div>	19%	+6	-3	-6
More than 20 years	<div></div>	7%	-4	-8	-11

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>	41%	-	+9	+5
I am applying for/intend to apply for roles in the private sector	<div></div>	24%	-	+4	+2
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		r	-	-	-

Difference from (percentage point)



r = below privacy cut-off

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

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

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
There are a lack of future career opportunities in my organisation	<div></div>	39%	-	+8	+7
I have achieved all I can in my current position	<div></div>	32%	-	+23	+24

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)					74%	+3	+5	+9
1g	My job gives me a feeling of personal accomplishment	781210			78%	+3	+5	+10
1h	I feel motivated to contribute more than what is normally required at work	721514			72%	+3	+6	+10
1i	I am satisfied with my job	711910			71%	+4	+4	+6

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.

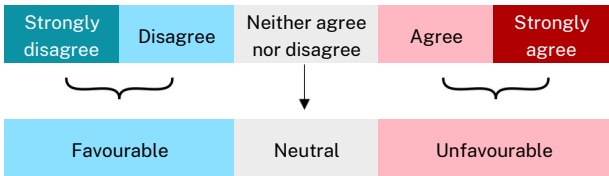
Burnout is typically characterised by ongoing feelings of:

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

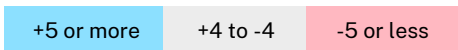
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					59%	-	+6	+9
1j	The amount of stress in my job is manageable	66	16	17	66%	-	+12	+14
1m	In general, my sense of wellbeing is..	59	32	9	59%	-1	+1	+4
1n	I feel burned out by my work (disagree)	38	28	34	38%	-3	+4	+5
7w	I am satisfied with current workplace practices to help me manage my wellbeing	64	18	18	64%	-	+5	+10
7y	There are effective resources in my organisation to support employee wellbeing	69	18	13	69%	+3	+5	+9

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
<b>Customer service (total score)</b>					<b>72%</b>	0	+3	+9
1k	I am empowered to make the decisions needed to help customers and/or communities	75	13	13	75%	+2	+7	+9
2c	People in my workgroup can explain how their work impacts customers	84	13		84%	-3	+3	+8
2d	My workgroup considers customer needs when planning our work	88	9		88%	+1	+5	+11
6d	Senior managers communicate the importance of customers in our work	65	23	11	65%	-1	0	+5
7i	The processes in my organisation are designed to support the best experience for customers	51	25	24	51%	-4	-5	+5
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	70	21	9	70%	+5	+7	+15

Difference from (percentage point)

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

Role clarity and support

Purpose and direction

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Role clarity and support (total score)				68%	+4	+3	+8
1a I understand what is expected of me to do well in my job	84	10		84%	+1	0	+3
1b I get the support I need to do my job well	64	18	18	64%	+2	0	+6
1c I have the tools and technology to do my job well	75	13	12	75%	+7	+7	+13
1d I have the time to do my job well	62	14	24	62%	+7	+10	+10
3e My performance is assessed against clear criteria	54	31	15	54%	-2	-1	+7
3f I have received the training and development I need to do my job well	67	21	12	67%	+10	+2	+10

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Job purpose and enrichment

Purpose and direction

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					75%	+1	+4	+9
1e	My job gives me opportunities to use a variety of skills	81128			81%	0	+1	+5
1f	I have a choice in deciding how I carry out day to day work tasks	82109			82%	+4	+10	+15
3d	In the last 12 months, I have received feedback to help me improve my work	691913			69%	+1	+4	+11
5h	My manager communicates how my role contributes to my organisation's purpose	701910			70%	0	+1	+7

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)					76%	+2	+4	+10
1l	I am comfortable notifying my manager if I become aware of any risks at work	92			92%	+3	+6	+10
5a	My manager encourages people in my workgroup to keep improving the work they do	81 11 8			81%	+4	+6	+11
7a	My organisation is making improvements to meet future challenges	55 29 16			55%	+1	0	+10

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)		85%				-	+6	+9
6b	Senior managers model the values of my organisation	62	22	16	62%	+5	+8	+13
7q	My organisation shows a commitment to ethical behaviours	82	11	7	82%	+9	+9	+15
7r	I support my organisation's values	92		7	92%	+1	+4	+7
7u	I understand what ethical behaviour means within my workplace	99			99%	-	+5	+6
7v	I would know how to report unethical behaviour if I became aware of it	90			90%	-	+4	+4

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)					67%	+3	+5	+8
2a	My workgroup works collaboratively to achieve its goals	8479			84%	+3	+5	+8
6c	Senior managers promote collaboration between my organisation and other organisations we work with	563113			56%	-1	+4	+7
7c	There is good co-operation between teams across my organisation	592318			59%	+8	+6	+11

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)					72%	-	+3	+8
2b	People in my workgroup treat each other with respect	80119			80%	+1	0	+2
6f	Senior managers support the career advancement of all employees	493417			49%	-2	+4	+10
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	8497			84%	-1	+6	+12
8b	I am comfortable sharing a different view to others in my organisation	721612			72%	-	+4	+7
8c	I feel that I belong in my organisation	74179			74%	+2	+4	+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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)					74%	-2	+11	+15
8e	How satisfied are you with your ability to access and use flexible working arrangements?	73 17 10			73%	-1	+13	+17
8f	My manager supports flexible working in my team	75 16 9			75%	-2	+10	+14

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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>	62%	-1	+17	+13
Working more hours over fewer days	<div></div>	9%	+1	-2	-1
Working additional hours to make up for time off	<div></div>	18%	0	0	+4
Flexible scheduling for rostered workers	<div></div>	9%	-1	+2	+1
Part-time work	<div></div>	6%	-1	-6	-1
Job sharing		r	-	-	-
Working from different locations	<div></div>	29%	-2	+9	+10
Working from home	<div></div>	64%	-14	+21	+22
Purchasing annual leave		r	-	-	-
Leave without pay	<div></div>	5%	+2	-4	+1
Study leave		r	-	-	-
Other		r	-	-	-
None of the above	<div></div>	16%	+3	-13	-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	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	67	16	17	67%	-	+3	+10

\*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)					71%	0	+4	+11
7x	I am confident work health and safety issues I raise will be addressed promptly	721513			72%	-2	+3	+12
7y	There are effective resources in my organisation to support employee wellbeing	691813			69%	+3	+5	+9

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recruitment (total score)					51%	-	+5	+17
7f	My organisation makes fair recruitment decisions	50	29	21	50%	-	+5	+17
7g	My organisation makes fair promotion decisions	45	37	19	45%	-	+6	+15
7h	My organisation generally selects capable people to do the job	57	26	17	57%	+6	+5	+19

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)					59%	+9	+3	+10
3f	I have received the training and development I need to do my job well	67	21	12	67%	+10	+2	+10
3g	I am satisfied with the opportunities available for career development in my organisation	48	25	28	48%	+4	-2	+3
7e	My organisation is committed to developing its employees	62	23	15	62%	+12	+9	+19

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	44%	-4	+2	+1
No	56%	+4	-2	-1

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

Lack of visible opportunities	<div></div>	34%	+4	+6	+5
Lack of promotion opportunities	<div></div>	34%	+4	+7	+4
Lack of support from my manager / supervisor	<div></div>	9%	-3	-3	-6
Geographic location considerations	<div></div>	36%	+6	+12	+5
Personal / family considerations	<div></div>	38%	+9	+7	+4
Insufficient training and development	<div></div>	11%	-2	-3	-8
Lack of required capabilities or experience	<div></div>	14%	+3	+2	+1
Lack of support for temporary assignments / secondments	<div></div>	14%	-1	0	-6
The application / recruitment process is too cumbersome or time consuming	<div></div>	24%	-4	+2	+1
Other	<div></div>	10%	-2	0	-1
There are no major barriers to my career progression	<div></div>	23%	-4	-5	-1

Difference from (percentage point)



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	66	15	19	66%	+1	+20	+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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recognition (total score)					66%	+3	+3	+9
5f	My manager provides recognition for the work I do	76 12 12			76%	0	+5	+9
7p	I receive adequate recognition for my contributions from my organisation	55 24 21			55%	+7	+2	+10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					56%	+1	0	+6
3d	In the last 12 months, I have received feedback to help me improve my work	69	19	13	69%	+1	+4	+11
3e	My performance is assessed against clear criteria	54	31	15	54%	-2	-1	+7
5g	My manager appropriately deals with employees who perform poorly	46	31	23	46%	+4	-4	0

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
3a	I have a performance and development plan that sets out my individual goals	73%	-13	-1	+16
3b	I have informal feedback conversations with my manager	84%	+1	+4	+11
3c	I have scheduled feedback conversations with my manager	68%	-7	+3	+16

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)					57%	+2	+5	+10
6a	Senior managers provide clear direction for the future of the organisation	53	24	23	53%	+5	+4	+11
6b	Senior managers model the values of my organisation	62	22	16	62%	+5	+8	+13
6c	Senior managers promote collaboration between my organisation and other organisations we work with	56	31	13	56%	-1	+4	+7
6d	Senior managers communicate the importance of customers in our work	65	23	11	65%	-1	0	+5
6e	Senior managers listen to employees	55	25	19	55%	+4	+10	+16
6f	Senior managers support the career advancement of all employees	49	34	17	49%	-2	+4	+10

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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Decision making and accountability (total score)				60%	+1	+1	+8
5e	I have confidence in the decisions my manager makes	74	15 11	74%	0	+2	+6
7d	People in my organisation take responsibility for their own actions	47	30 23	47%	+2	-1	+11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Communication and change management (total score)					58%	-	+2	+9
5b	My manager communicates effectively with me	78 11 11			78%	-1	+3	+7
6a	Senior managers provide clear direction for the future of the organisation	53 24 23			53%	+5	+4	+11
7b	Change is managed well in my organisation	37 32 31			37%	+7	-2	+8
7s	I am supported through changes that affect my work	58 26 17			58%	-	-1	+8
7t	I have the opportunity to provide feedback on change processes that directly affect me	64 21 15			64%	-	+5	+14

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee voice (total score)					71%	-	+6	+11
5c	My manager encourages and values employee input	80137			80%	-1	+4	+10
5d	My manager involves my workgroup in decisions about our work	78139			78%	+1	+7	+13
6e	Senior managers listen to employees	552519			55%	+4	+10	+16
8b	I am comfortable sharing a different view to others in my organisation	721612			72%	-	+4	+7

Difference from (percentage point)

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

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	58	19	23	58%	+3	+14	+23

Difference from (percentage point)

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

# Negative workplace behaviours

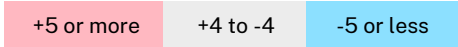
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation	<div></div>	12%	-6	-2	-7
witnessed bullying	<div></div>	13%	-6	-7	-9
experienced bullying	<div></div>	9%	-2	-5	-7
witnessed sexual harassment		r	-	-	-
experienced sexual harassment		r	-	-	-
experienced threats or physical harm		r	-	-	-
experienced discrimination	<div></div>	10%	+2	0	-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

Difference from (percentage point)



r = below privacy cut-off

## Stronger Communities questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	77	14	9	77%	-	+5
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	79	15		79%	-	+4
I understand how my work links to the strategic outcomes in my organisation	79	13	8	79%	-	+2
All things considered, I feel my organisation provides good support for my mental health and well-being	65	18	17	65%	-	+7
My manager is committed to, and supportive of, diverse workgroups	81	15		81%	-	+6
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	71	27		71%	-	+4
In my workplace, I feel comfortable and respected in expressing my culture, cultural practice, and knowledge	76	19		76%	-	+6
Our workplace respects different cultures and adapts its services accordingly	82	16		82%	-	+9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people		2023 % respondents	difference from 2022	difference from Portfolio
The Secretary and Deputy Secretaries		r	-	-
My Executive Director and above		r	-	-
My Director and above	<div></div>	46%	+46	+20
My Manager's Manager and above	<div></div>	28%	+28	-12
My Manager and above	<div></div>	13%	+13	-10

Difference from (percentage point)



+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Stronger Communities questions

What is your role?		2023 % respondents	difference from 2022	difference from Portfolio
Administration		16%	+16	+4
Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services)		11%	+11	+4
Custodial Officer		r	-	-
Youth Worker		r	-	-
Sheriff's Officer		r	-	-
Community Corrections Officer		r	-	-
Child Protection Caseworker		r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		r	-	-
Caseworker - Helpline		r	-	-
Casework Support Worker		r	-	-
Casework Specialist		r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)		r	-	-
Permanency Co-ordinator		r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



## Stronger Communities questions

What is your role?	2023 % respondents	difference from 2022	difference from Portfolio
Asset or Property Management	r	-	-
Client Liaison Officer / Client Service Officer (field and HCC)	r	-	-
Housing Manager / Housing Team Leader	r	-	-
Disability Case Manager	r	-	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	r	-	-
Coordinator Accommodation and Respite	r	-	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager	r	-	-
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal)	r	-	-
Disability Clinician	r	-	-
Disability Team Leader	r	-	-
Disability Support Worker	r	-	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Stronger Communities questions

What is your role?		2023 % respondents	difference from 2022	difference from Portfolio
Psychologist		r	-	-
Teacher		r	-	-
Policy/Program/Project Officer		25%	+25	+19
Policy/Program/Project Manager		7%	+7	+5
Senior Manager		r	-	-
Senior Executive Band 1		r	-	-
Senior Executive Band 2 and 3		r	-	-
Permanent Fire fighter		r	-	-
Retained Fire fighter		r	-	-
Tradesperson (e.g. engineer, mechanic, technician)		r	-	-
NSW SES Zone Commander/Deputy Zone Commander		r	-	-
Other		26%	+26	+10

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	45	Yes	5	Service delivery involving direct contact with the public	31
Man	41	No	89	Other service delivery work	10
Non-binary	r	Prefer not to say	6	Administrative support	10
Use a different term	r			Corporate services	10
Prefer not to say	r	<b>LGBTIQ+</b>		Policy	r
		Yes	5	Research	r
<b>Age</b>		No	86	Program and project management support	20
15-34 years	19	Prefer not to say	9	Legal	r
35-54 years	42			Other	12
55+ years	18	<b>LOTE spoken at home</b>			
Prefer not to say	20	Yes	13	<b>Organisation tenure</b>	
		No	81	Less than 1 year	15
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	5	1 year to less than 2 years	14
Yes	r			2 years to less than 5 years	15
No	93	<b>Working arrangement</b>		5 years to less than 10 years	20
Prefer not to say	r	Full-time	91	10 years to less than 20 years	23
		Part-time	9	More than 20 years	14
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	89	Senior executive	6	\$93,294 and below	35
North-West European	12	Ongoing / permanent	72	\$93,295 - \$120,858	28
Southern and Eastern European	6	Temporary	14	\$120,859 - \$161,662	18
North African and Middle Eastern	r	Casual	r	\$161,663 and above	6
South-East Asian	r	Contract-non-executive	4	Prefer not to say	14
North-East Asian	r	Labour hire	r		
Southern and Central Asian	r	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

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	Office of the Chief Executive	Policy and Planning	Regional Delivery
Employee engagement	68	72	68	66
Wellbeing	59%	63%	64%	56%
Role clarity and support	68%	72%	76%	64%
Inclusion and diversity	72%	76%	68%	72%
Teamwork and collaboration	67%	81%	64%	62%
Learning and development	59%	60%	64%	57%
Senior managers	57%	66%	66%	51%
Communication and change management	58%	66%	62%	54%
Employee voice	71%	78%	79%	66%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit


r = below privacy cut-off

## Selected key topic results by 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	68	71	69	r	r	55	70	65	71	71	71
Wellbeing	59%	64%	64%	r	r	43%	56%	55%	67%	65%	64%
Role clarity and support	68%	72%	69%	r	r	51%	75%	65%	74%	73%	70%
Inclusion and diversity	72%	76%	75%	r	r	43%	76%	61%	79%	76%	76%
Teamwork and collaboration	67%	70%	70%	r	r	54%	69%	68%	73%	72%	68%
Learning and development	59%	65%	60%	r	r	33%	61%	56%	68%	65%	56%
Senior managers	57%	62%	61%	r	r	36%	69%	53%	64%	62%	58%
Communication and change management	58%	60%	63%	r	r	43%	67%	52%	65%	63%	62%
Employee voice	71%	73%	74%	r	r	44%	70%	63%	74%	76%	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

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	68	66	61	72	71	r	r	69	r	68
Wellbeing	59%	51%	48%	72%	68%	r	r	62%	r	57%
Role clarity and support	68%	60%	57%	77%	76%	r	r	71%	r	66%
Inclusion and diversity	72%	69%	68%	71%	72%	r	r	76%	r	71%
Teamwork and collaboration	67%	60%	59%	71%	81%	r	r	69%	r	68%
Learning and development	59%	49%	47%	65%	71%	r	r	63%	r	59%
Senior managers	57%	51%	45%	61%	73%	r	r	62%	r	52%
Communication and change management	58%	53%	49%	63%	69%	r	r	56%	r	57%
Employee voice	71%	64%	59%	78%	78%	r	r	76%	r	72%

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	68	71	72	70	67	64	70
Wellbeing	59%	73%	63%	62%	56%	55%	62%
Role clarity and support	68%	73%	79%	67%	66%	65%	66%
Inclusion and diversity	72%	75%	78%	73%	67%	71%	74%
Teamwork and collaboration	67%	73%	75%	68%	65%	62%	66%
Learning and development	59%	67%	68%	64%	55%	54%	55%
Senior managers	57%	66%	71%	65%	54%	47%	54%
Communication and change management	58%	64%	71%	64%	56%	52%	52%
Employee voice	71%	75%	77%	73%	70%	67%	72%

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	68	69	69	63	58	r	r	r	r
Wellbeing	59%	54%	60%	50%	66%	r	r	r	r
Role clarity and support	68%	65%	71%	60%	63%	r	r	r	r
Inclusion and diversity	72%	72%	73%	69%	73%	r	r	r	r
Teamwork and collaboration	67%	69%	70%	60%	43%	r	r	r	r
Learning and development	59%	58%	60%	56%	36%	r	r	r	r
Senior managers	57%	66%	62%	46%	23%	r	r	r	r
Communication and change management	58%	65%	61%	53%	37%	r	r	r	r
Employee voice	71%	74%	75%	66%	63%	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	68	r	r	r	r	r	r	r	r	r
Wellbeing	59%	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	72%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	67%	r	r	r	r	r	r	r	r	r
Learning and development	59%	r	r	r	r	r	r	r	r	r
Senior managers	57%	r	r	r	r	r	r	r	r	r
Communication and change management	58%	r	r	r	r	r	r	r	r	r
Employee voice	71%	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.

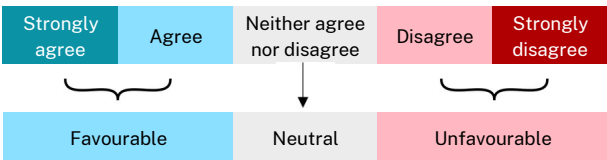


Privacy

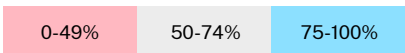
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

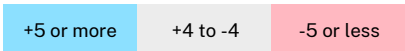


% favourable scores are colour coded based on these ranges:



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.

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