

# People Matter

NSW Public Sector  
Employee Survey 2023

Agency Report

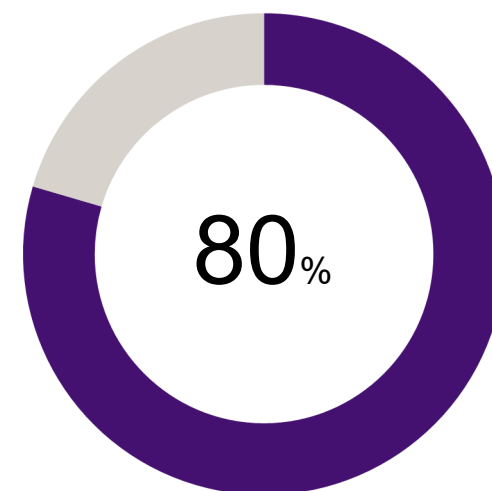
Department of Communities and  
Justice

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

**Completed surveys:** 18,016

**Response rate:** 80% +8 compared to 2022

Response rate:



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

### NSW public sector

- Stronger Communities
  - Department of Communities and Justice

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## High level results

Discover key employee experience insights

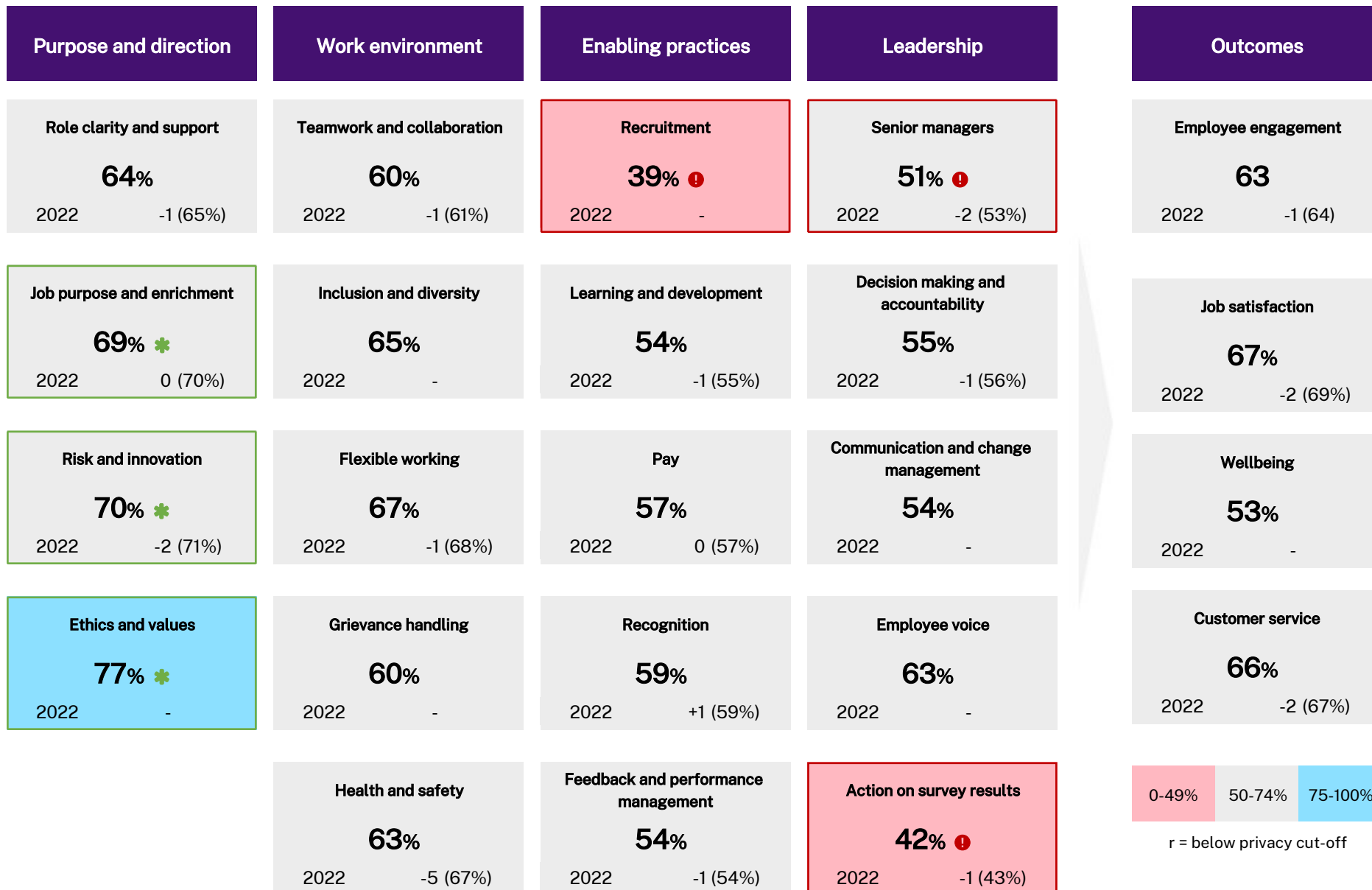
## Headline results for key topics

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	93%	-
Ethics and values	7r	I support my organisation's values	86%	+2
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	86%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	84%	-1
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-2
- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Recruitment	7g	My organisation makes fair promotion decisions	35%	-
Communication and change management	7b	Change is managed well in my organisation	36%	-3
Wellbeing	1n	I feel burned out by my work (disagree)	36%	-2
Recruitment	7f	My organisation makes fair recruitment decisions	38%	-
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	41%	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Most and least improved questions

These are the most and least improved questions by **difference from the previous year**.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

### Most improved questions

			2023 % favourable	difference from 2022
Recognition	7p	I receive adequate recognition for my contributions from my organisation	51%	+2
Ethics and values	7r	I support my organisation's values	86%	+2
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	68%	+2
Pay	4	I am paid fairly for the work I do	57%	0
Inclusion and diversity	2b	People in my workgroup treat each other with respect	75%	0

### Least improved questions

			2023 % favourable	difference from 2022
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	64%	-7
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	58%	-4
Communication and change management	7b	Change is managed well in my organisation	36%	-3
Risk and innovation	7a	My organisation is making improvements to meet future challenges	52%	-3
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	50%	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Engagement key driver questions		2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	50%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	52%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	58%	Improve
Communication and change management	7s	I am supported through changes that affect my work	56%	Improve
Recruitment	7g	My organisation makes fair promotion decisions	35%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	51%	Improve

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee engagement (total score)*				63	-1	-2	+3
7k I would recommend my organisation as a great place to work	59	24	17	59%	-2	-4	+5
7l I am proud to tell others I work for my organisation	65	23	13	65%	-2	-5	+1
7m I feel a strong personal attachment to my organisation	56	28	16	56%	-2	-5	-1
7n My organisation motivates me to help it achieve its goals	52	28	19	52%	-2	-2	+6
7o My organisation inspires me to do the best in my job	53	28	19	53%	-2	-3	+6

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



r = below privacy cut-off

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

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

19n How long do you think you will continue to work in your current organisation?		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	7%	+1	-1	0
1 year to less than 2 years	<div></div>	8%	0	-2	0
2 years to less than 5 years	<div></div>	18%	0	-3	0
5 years to less than 10 years	<div></div>	24%	-1	-1	+1
10 years to less than 20 years	<div></div>	25%	0	+3	0
More than 20 years	<div></div>	19%	0	+4	0
19o What best describes your plans involved with leaving your current organisation?					
I am planning to retire	<div></div>	12%	-	-1	+1
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	40%	-	+7	+3
I am applying for/intend to apply for roles in the private sector	<div></div>	15%	-	-5	-7
I am applying for/intend to apply for new roles in the not for profit / community sector	<div></div>	6%	-	+3	+2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	7%	-	-3	+1
Other	<div></div>	21%	-	-1	-1

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	difference from Portfolio
There are a lack of future career opportunities in my organisation	<div></div>	30%	-	-1	-3
Senior leadership is of a poor quality	<div></div>	23%	-	0	-6
I am expected to do more work than I reasonably can	<div></div>	21%	-	+3	0
I can receive a higher salary elsewhere	<div></div>	18%	-	-2	-2
I am emotionally exhausted	<div></div>	16%	-	-1	-3

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)					67%	-2	-1	+3
1g	My job gives me a feeling of personal accomplishment	69	17	13	69%	-1	-3	+2
1h	I feel motivated to contribute more than what is normally required at work	66	18	16	66%	-2	0	+4
1i	I am satisfied with my job	68	18	14	68%	-2	0	+3

Difference from (percentage point)

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

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

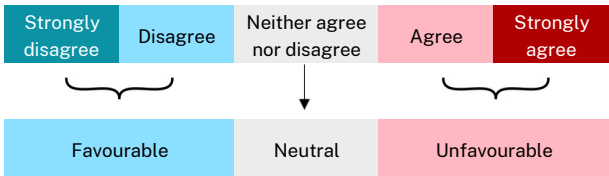
Burnout is typically characterised by ongoing feelings of:

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					53%	-	0	+3
1j	The amount of stress in my job is manageable	55	22	23	55%	-	+1	+3
1m	In general, my sense of wellbeing is..	58	31	11	58%	-3	0	+2
1n	I feel burned out by my work (disagree)	36	29	35	36%	-2	+2	+2
7w	I am satisfied with current workplace practices to help me manage my wellbeing	58	22	21	58%	-	-1	+4
7y	There are effective resources in my organisation to support employee wellbeing	62	21	17	62%	-2	-2	+2

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
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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>66%</b>	-2	-4	+2
1k	I am empowered to make the decisions needed to help customers and/or communities	67	20	13	67%	-2	-1	+1
2c	People in my workgroup can explain how their work impacts customers	77	16	7	77%	0	-4	+1
2d	My workgroup considers customer needs when planning our work	78	15	7	78%	0	-4	+1
6d	Senior managers communicate the importance of customers in our work	63	23	14	63%	-1	-3	+3
7i	The processes in my organisation are designed to support the best experience for customers	50	31	18	50%	-3	-5	+5
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	58	29	13	58%	-4	-5	+3

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)				64%	-1	-1	+4
1a I understand what is expected of me to do well in my job	83	10	7	83%	-2	-1	+1
1b I get the support I need to do my job well	63	18	19	63%	-1	0	+5
1c I have the tools and technology to do my job well	68	16	16	68%	-1	0	+6
1d I have the time to do my job well	56	19	25	56%	-1	+3	+4
3e My performance is assessed against clear criteria	51	28	20	51%	-2	-4	+5
3f I have received the training and development I need to do my job well	61	22	17	61%	-1	-3	+4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Job purpose and enrichment

Purpose and direction

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					69%	0	-2	+3
1e	My job gives me opportunities to use a variety of skills	77 13 10			77%	0	-3	+1
1f	I have a choice in deciding how I carry out day to day work tasks	70 16 14			70%	0	-1	+3
3d	In the last 12 months, I have received feedback to help me improve my work	63 18 19			63%	-1	-2	+5
5h	My manager communicates how my role contributes to my organisation's purpose	67 19 14			67%	-1	-2	+3

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)					70%	-2	-3	+4
1l	I am comfortable notifying my manager if I become aware of any risks at work	8479			84%	-1	-2	+2
5a	My manager encourages people in my workgroup to keep improving the work they do	721712			72%	-1	-3	+2
7a	My organisation is making improvements to meet future challenges	523117			52%	-3	-3	+8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Ethics and values (total score)					77%	-	-2	+1
6b	Senior managers model the values of my organisation	54	27	19	54%	-2	-1	+4
7q	My organisation shows a commitment to ethical behaviours	68	19	13	68%	+2	-5	+1
7r	I support my organisation's values	86	11		86%	+2	-1	+2
7u	I understand what ethical behaviour means within my workplace	93			93%	-	0	0
7v	I would know how to report unethical behaviour if I became aware of it	86	8		86%	-	0	-1

Difference from (percentage point)

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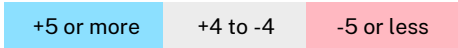
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

				<b>2023</b> % favourable	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			
<b>Teamwork and collaboration (total score)</b>				<b>60%</b>	-1	-2	+2
2a	My workgroup works collaboratively to achieve its goals	<div><div>76</div><div>14</div><div>11</div></div>		<b>76%</b>	0	-3	0
6c	Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>54</div><div>30</div><div>16</div></div>		<b>54%</b>	-1	+1	+4
7c	There is good co-operation between teams across my organisation	<div><div>51</div><div>27</div><div>23</div></div>		<b>51%</b>	-2	-3	+3

Difference from (percentage point)



r = below privacy cut-off

An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					65%	-	-3	+1
2b	People in my workgroup treat each other with respect	75	12	12	75%	0	-5	-2
6f	Senior managers support the career advancement of all employees	44	31	26	44%	-2	-1	+5
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	73	14	13	73%	-2	-6	+1
8b	I am comfortable sharing a different view to others in my organisation	67	17	16	67%	-	-1	+2
8c	I feel that I belong in my organisation	66	21	12	66%	-1	-4	+2

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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			
Flexible working (total score)				67%	-1	+4	+8
8e	How satisfied are you with your ability to access and use flexible working arrangements?	<div><div>65</div><div>20</div><div>15</div></div>		65%	-1	+5	+9
8f	My manager supports flexible working in my team	<div><div>69</div><div>19</div><div>12</div></div>		69%	-1	+3	+7

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	difference from Portfolio
Flexible start and finish times	59%	0	+15	+11
Working more hours over fewer days	10%	-1	0	0
Working additional hours to make up for time off	16%	-1	-2	+2
Flexible scheduling for rostered workers	6%	-1	-1	-1
Part-time work	8%	0	-4	+1
Job sharing	2%	0	-1	0
Working from different locations	23%	+1	+3	+3
Working from home	55%	-4	+13	+13
Purchasing annual leave	1%	0	0	0
Leave without pay	6%	0	-3	+1
Study leave	2%	0	-2	+1
Other	3%	0	0	0
None of the above	22%	+1	-7	-12

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	60	18	22	60%	-	-5	+3

\*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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				Favourable	Neutral	Unfavourable	
Health and safety (total score)				63%			
7x	I am confident work health and safety issues I raise will be addressed promptly	64	2016	64%	-7	-5	+3
7y	There are effective resources in my organisation to support employee wellbeing	62	2117	62%	-2	-2	+2

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	difference from Portfolio
Recruitment (total score)						39%	-	-6	+5
7f	My organisation makes fair recruitment decisions		38	32	30	38%	-	-7	+5
7g	My organisation makes fair promotion decisions		35	34	31	35%	-	-4	+5
7h	My organisation generally selects capable people to do the job		44	27	30	44%	-2	-8	+5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					54%	-1	-2	+5
3f	I have received the training and development I need to do my job well	61	22	17	61%	-1	-3	+4
3g	I am satisfied with the opportunities available for career development in my organisation	50	23	27	50%	-1	-1	+5
7e	My organisation is committed to developing its employees	50	27	23	50%	-2	-3	+7

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?**

	<b>2023</b> % respondents	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
Yes	44%	+1	+3	+1
No	56%	-1	-3	-1

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

Lack of visible opportunities		27%	+1	0	-2
Lack of promotion opportunities		28%	+2	+1	-2
Lack of support from my manager / supervisor		14%	0	+2	-1
Geographic location considerations		29%	+1	+5	-2
Personal / family considerations		32%	+1	+2	-2
Insufficient training and development		15%	0	+1	-3
Lack of required capabilities or experience		12%	0	0	-1
Lack of support for temporary assignments / secondments		17%	0	+3	-2
The application / recruitment process is too cumbersome or time consuming		24%	0	+2	0
Other		10%	0	0	-1
There are no major barriers to my career progression		27%	-1	-1	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
4 I am paid fairly for the work I do	57	18	25	57%	0	+11	+7

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recognition (total score)					59%	+1	-3	+3
5f	My manager provides recognition for the work I do	68	17	15	68%	-1	-3	+2
7p	I receive adequate recognition for my contributions from my organisation	51	26	23	51%	+2	-3	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					54%	-1	-3	+3
3d	In the last 12 months, I have received feedback to help me improve my work	63	18	19	63%	-1	-2	+5
3e	My performance is assessed against clear criteria	51	28	20	51%	-2	-4	+5
5g	My manager appropriately deals with employees who perform poorly	47	30	24	47%	0	-3	+1

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	68%	0	-7	+11
3b	I have informal feedback conversations with my manager	76%	0	-4	+3
3c	I have scheduled feedback conversations with my manager	60%	+1	-5	+8

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)					51%	-2	-1	+5
6a	Senior managers provide clear direction for the future of the organisation	48	28	24	48%	-3	-1	+5
6b	Senior managers model the values of my organisation	54	27	19	54%	-2	-1	+4
6c	Senior managers promote collaboration between my organisation and other organisations we work with	54	30	16	54%	-1	+1	+4
6d	Senior managers communicate the importance of customers in our work	63	23	14	63%	-1	-3	+3
6e	Senior managers listen to employees	44	28	28	44%	-1	-1	+6
6f	Senior managers support the career advancement of all employees	44	31	26	44%	-2	-1	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Decision making and accountability (total score)								55%	-1	-5	+3
5e	I have confidence in the decisions my manager makes			69	17	14	69%	-1	-3	+1	
7d	People in my organisation take responsibility for their own actions			41	30	29	41%	-2	-7	+5	

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Communication and change management (total score)					54%	-	-3	+5
5b	My manager communicates effectively with me	72 15 13			72%	-1	-3	+1
6a	Senior managers provide clear direction for the future of the organisation	48 28 24			48%	-3	-1	+5
7b	Change is managed well in my organisation	36 30 35			36%	-3	-3	+6
7s	I am supported through changes that affect my work	56 25 19			56%	-	-3	+6
7t	I have the opportunity to provide feedback on change processes that directly affect me	56 23 21			56%	-	-3	+6

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)					63%	-	-2	+3
5c	My manager encourages and values employee input	72	15	13	72%	-1	-4	+2
5d	My manager involves my workgroup in decisions about our work	68	17	15	68%	-1	-3	+2
6e	Senior managers listen to employees	44	28	28	44%	-1	-1	+6
8b	I am comfortable sharing a different view to others in my organisation	67	17	16	67%	-	-1	+2

Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	42	27	31	42%	-1	-2	+7

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>	19%	0	+4	-1
witnessed bullying	<div></div>	25%	0	+4	+3
experienced bullying	<div></div>	17%	+1	+4	+2
witnessed sexual harassment	<div></div>	4%	0	+1	0
experienced sexual harassment	<div></div>	6%	0	+1	0
experienced threats or physical harm	<div></div>	10%	+2	0	-1
experienced discrimination	<div></div>	14%	+1	+4	+1
experienced racism	<div></div>	8%	+2	+3	+2

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)

+5 or more

+4 to -4

-5 or less

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	73	19	9	73%	0	0
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	75	18	7	75%	-1	0
I understand how my work links to the strategic outcomes in my organisation	77	17		77%	-1	0
All things considered, I feel my organisation provides good support for my mental health and well-being	56	23	21	56%	-2	-2
My manager is committed to, and supportive of, diverse workgroups	75	18	8	75%	-3	0
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	68	26		68%	-1	+1
In my workplace, I feel comfortable and respected in expressing my culture, cultural practice, and knowledge	70	21	9	70%	-3	0
Our workplace respects different cultures and adapts its services accordingly	72	20	8	72%	-3	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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		2%	0	0
My Executive Director and above		7%	0	-1
My Director and above		28%	+1	+1
My Manager's Manager and above		38%	0	-2
My Manager and above		25%	-1	+2

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		13%	-1	0
Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services)		7%	0	0
Custodial Officer		19%	-1	+5
Youth Worker		1%	-1	0
Sheriff's Officer		2%	0	0
Community Corrections Officer		5%	0	+1
Child Protection Caseworker		9%	0	+2
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		0%	0	0
Caseworker - Helpline		1%	0	0
Casework Support Worker		1%	0	0
Casework Specialist		1%	0	0
Manager - Child Protection (Manager Casework and Manager Client Services)		2%	0	+1
Permanency Co-ordinator		0%	0	0

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	0%	0	0
Client Liaison Officer / Client Service Officer (field and HCC)	7%	0	+1
Housing Manager / Housing Team Leader	1%	0	0
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	0%	0	0
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal)	2%	0	-1
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	1%	0	0
Teacher	r	-	-
Policy/Program/Project Officer	6%	0	+1
Policy/Program/Project Manager	2%	0	0
Senior Manager	2%	-	0
Senior Executive Band 1	1%	0	0
Senior Executive Band 2 and 3	0%	0	0
Permanent Fire fighter	r	-	-
Retained Fire fighter	r	-	-
Tradesperson (e.g. engineer, mechanic, technician)	1%	-	0
NSW SES Zone Commander/Deputy Zone Commander	r	-	-
Other	15%	+1	-1

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	56	Yes	9	Service delivery involving direct contact with the public	37
Man	32	No	84	Other service delivery work	6
Non-binary	1	Prefer not to say	7	Administrative support	9
Use a different term	0			Corporate services	9
Prefer not to say	11	<b>LGBTIQ+</b>		Policy	2
		Yes	8	Research	1
<b>Age</b>		No	80	Program and project management support	8
15-34 years	22	Prefer not to say	12	Legal	2
35-54 years	45			Other	26
55+ years	16	<b>LOTE spoken at home</b>			
Prefer not to say	17	Yes	21		
		No	72	<b>Organisation tenure</b>	
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	7	Less than 1 year	12
Yes	7			1 year to less than 2 years	10
No	83	<b>Working arrangement</b>		2 years to less than 5 years	19
Prefer not to say	9	Full-time	92	5 years to less than 10 years	24
		Part-time	8	10 years to less than 20 years	21
<b>Cultural background</b>				More than 20 years	15
Oceanian	85	<b>Employment status</b>			
North-West European	9	Senior executive	3	<b>Salary</b>	
Southern and Eastern European	5	Ongoing / permanent	85	\$93,294 and below	39
North African and Middle Eastern	3	Temporary	6	\$93,295 - \$120,858	33
South-East Asian	3	Casual	1	\$120,859 - \$161,662	13
North-East Asian	2	Contract-non-executive	2	\$161,663 and above	3
Southern and Central Asian	6	Labour hire	1	Prefer not to say	12
Peoples of the Americas	2	Other	0		
Sub-Saharan African	1	Don't know	2		

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	Corporate Services	Corrective Services NSW	Courts, Tribunals and Service Delivery (CTSD)	Districts, Statewide Ops for Housing & CS, Contact Centres &...	Law Reform & Legal Services (LRLS)	Office of the Secretary (OSEC) team only	Strategy, Policy & Commissioning (SPC)	Transforming Aboriginal Outcomes (TAO)
Employee engagement	63	71	58	63	63	74	81	69	73
Wellbeing	53%	65%	48%	56%	52%	68%	82%	66%	65%
Role clarity and support	64%	70%	60%	66%	64%	72%	79%	69%	78%
Inclusion and diversity	65%	77%	56%	66%	69%	79%	93%	76%	81%
Teamwork and collaboration	60%	70%	50%	61%	65%	77%	96%	73%	75%
Learning and development	54%	62%	48%	54%	56%	69%	77%	58%	69%
Senior managers	51%	65%	41%	53%	54%	72%	92%	63%	74%
Communication and change management	54%	66%	45%	57%	56%	72%	84%	59%	72%
Employee voice	63%	75%	53%	63%	67%	80%	89%	76%	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


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	63	66	62	55	61	59	62	67	65	65	63
Wellbeing	53%	57%	56%	41%	50%	45%	52%	59%	54%	58%	57%
Role clarity and support	64%	67%	65%	54%	63%	59%	63%	69%	67%	67%	65%
Inclusion and diversity	65%	70%	64%	54%	61%	59%	65%	68%	69%	68%	65%
Teamwork and collaboration	60%	64%	59%	50%	56%	57%	58%	65%	64%	63%	60%
Learning and development	54%	58%	53%	44%	53%	49%	55%	58%	60%	56%	53%
Senior managers	51%	55%	50%	39%	50%	46%	51%	58%	56%	55%	49%
Communication and change management	54%	57%	53%	44%	53%	48%	51%	60%	58%	57%	53%
Employee voice	63%	67%	62%	53%	62%	58%	62%	67%	67%	66%	62%

 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	63	61	64	68	73	67	73	69	71	58
Wellbeing	53%	50%	57%	64%	68%	62%	75%	68%	62%	47%
Role clarity and support	64%	62%	65%	72%	74%	66%	78%	72%	67%	59%
Inclusion and diversity	65%	65%	66%	73%	80%	73%	80%	75%	74%	56%
Teamwork and collaboration	60%	60%	57%	70%	75%	71%	77%	70%	70%	51%
Learning and development	54%	54%	54%	59%	67%	61%	65%	61%	64%	46%
Senior managers	51%	50%	49%	62%	70%	63%	69%	63%	64%	42%
Communication and change management	54%	53%	53%	64%	69%	59%	68%	62%	66%	45%
Employee voice	63%	63%	64%	71%	79%	74%	80%	76%	74%	53%

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	63	71	67	62	60	61	61
Wellbeing	53%	66%	56%	53%	50%	54%	53%
Role clarity and support	64%	71%	67%	63%	61%	64%	64%
Inclusion and diversity	65%	75%	69%	65%	62%	65%	64%
Teamwork and collaboration	60%	71%	63%	60%	56%	60%	59%
Learning and development	54%	67%	59%	54%	49%	52%	53%
Senior managers	51%	65%	57%	51%	47%	50%	48%
Communication and change management	54%	66%	60%	54%	49%	52%	51%
Employee voice	63%	74%	67%	63%	60%	63%	61%

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	63	63	67	59	62	55	60	61	56
Wellbeing	53%	55%	60%	52%	52%	45%	51%	54%	47%
Role clarity and support	64%	65%	69%	61%	62%	57%	62%	63%	58%
Inclusion and diversity	65%	68%	72%	64%	65%	56%	61%	61%	56%
Teamwork and collaboration	60%	63%	67%	59%	59%	48%	59%	56%	50%
Learning and development	54%	56%	60%	52%	53%	42%	49%	54%	45%
Senior managers	51%	52%	60%	47%	50%	37%	50%	47%	41%
Communication and change management	54%	55%	61%	50%	51%	40%	54%	49%	45%
Employee voice	63%	65%	70%	62%	62%	54%	62%	57%	54%

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	63	63	57	62	62	61	62	66	58	69
Wellbeing	53%	49%	44%	56%	53%	51%	53%	56%	53%	63%
Role clarity and support	64%	63%	53%	65%	63%	63%	62%	69%	64%	68%
Inclusion and diversity	65%	72%	58%	66%	62%	66%	66%	71%	63%	72%
Teamwork and collaboration	60%	69%	52%	60%	58%	59%	62%	64%	56%	70%
Learning and development	54%	60%	46%	54%	51%	54%	51%	58%	54%	56%
Senior managers	51%	58%	40%	50%	53%	48%	50%	61%	45%	62%
Communication and change management	54%	58%	42%	55%	55%	53%	52%	61%	47%	62%
Employee voice	63%	67%	53%	64%	62%	64%	64%	69%	58%	71%

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.

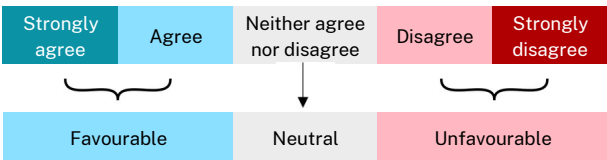


Privacy

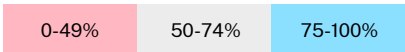
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

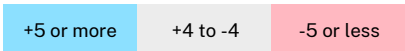


% favourable scores are colour coded based on these ranges:



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.				