

# People Matter

NSW Public Sector  
Employee Survey 2023

## Agency Report

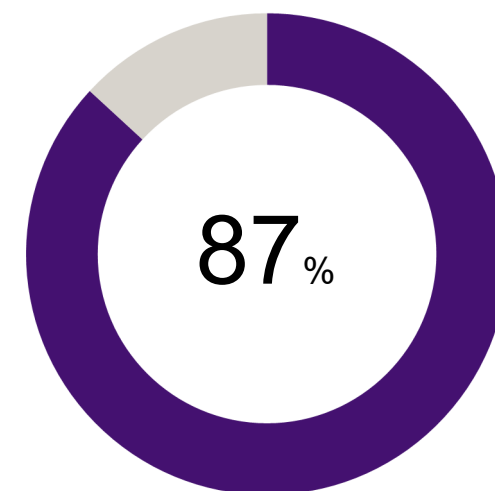
## Law Enforcement Conduct Commission

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

**Completed surveys:** 99

**Response rate:** 87% -5 compared to 2022

Response rate:



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## High level results

Discover key employee experience insights

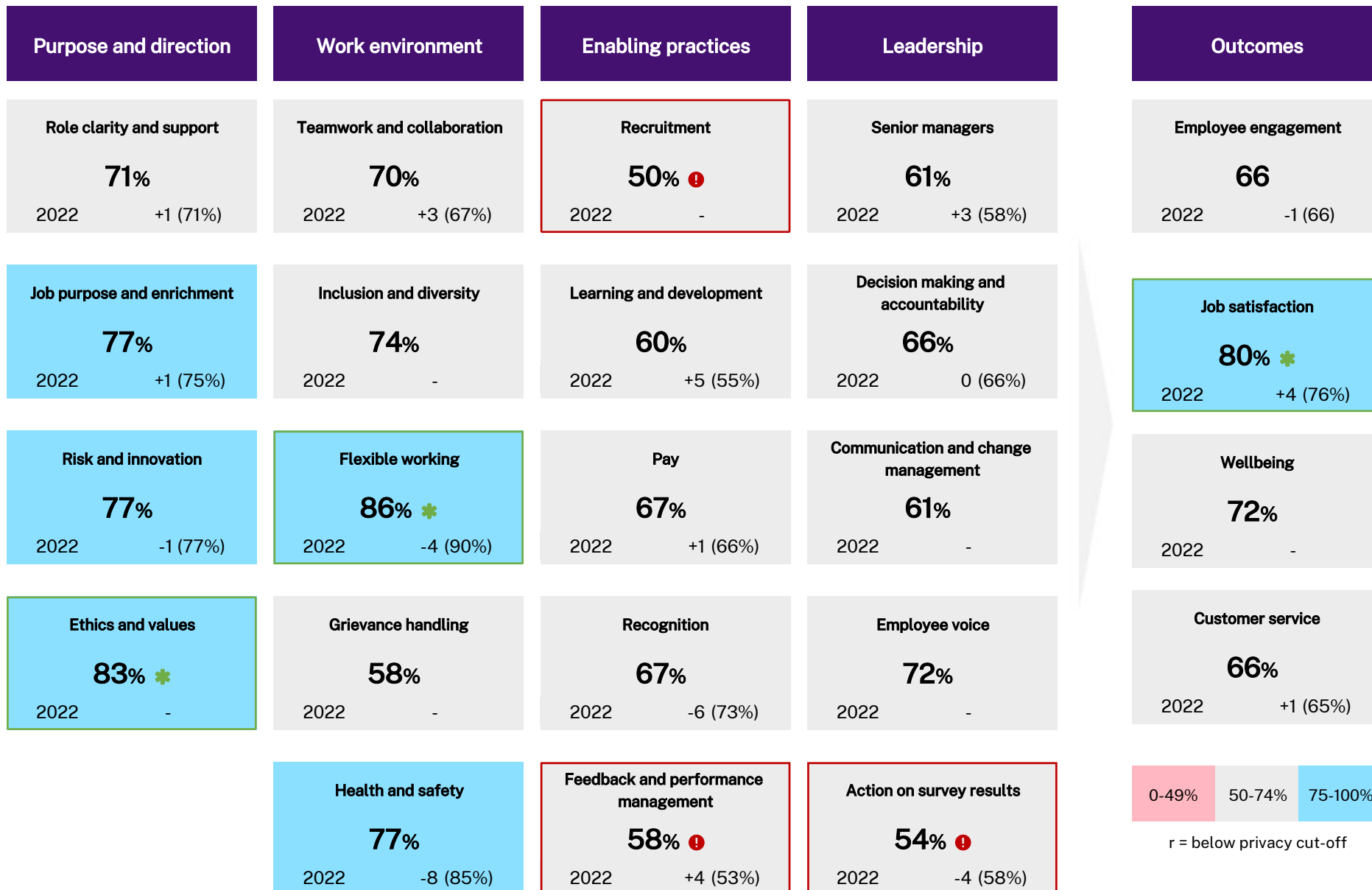
## Headline results for key topics

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
Inclusion and diversity	2b	People in my workgroup treat each other with respect	94%	+3
Ethics and values	7u	I understand what ethical behaviour means within my workplace	94%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	93%	-1
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	92%	+8
Role clarity and support	1a	I understand what is expected of me to do well in my job	91%	+7
- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation	37%	+1
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	38%	-2
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	46%	-9
Recruitment	7g	My organisation makes fair promotion decisions	46%	-
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	47%	+7

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?

<div> <div></div> <div>Most improved questions</div> </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation		66%	+18
Role clarity and support	1c	I have the tools and technology to do my job well		79%	+13
Job satisfaction	1i	I am satisfied with my job		85%	+11
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation		54%	+11
Decision making and accountability	5e	I have confidence in the decisions my manager makes		85%	+8
<div> <div></div> <div>Least improved questions</div> </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Role clarity and support	1d	I have the time to do my job well		60%	-19
Employee engagement	7o	My organisation inspires me to do the best in my job		57%	-12
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly		76%	-11
Recognition	5f	My manager provides recognition for the work I do		74%	-10
Decision making and accountability	7d	People in my organisation take responsibility for their own actions		46%	-9

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		62%	Improve
Recruitment	7h	My organisation generally selects capable people to do the job		54%	Improve
Decision making and accountability	5e	I have confidence in the decisions my manager makes		85%	Maintain
Decision making and accountability	7d	People in my organisation take responsibility for their own actions		46%	Improve
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		50%	Improve
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose		72%	Maintain

r = below privacy cut-off

## Results by topic

Discover more about your results



Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, wellbeing, manager support, accountability, and flexible work to name a few.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee engagement (total score)*				66	-1	+1
7k I would recommend my organisation as a great place to work	71	18	11	71%	+1	+8
7l I am proud to tell others I work for my organisation	72	16	12	72%	+6	+2
7m I feel a strong personal attachment to my organisation	62	19	18	62%	+4	+2
7n My organisation motivates me to help it achieve its goals	62	20	18	62%	+3	+7
7o My organisation inspires me to do the best in my job	57	29	14	57%	-12	+1

\*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.

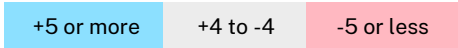
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector
Less than 1 year		r	-	-
1 year to less than 2 years		r	-	-
2 years to less than 5 years	<div></div>	33%	+6	+13
5 years to less than 10 years	<div></div>	30%	-5	+5
10 years to less than 20 years	<div></div>	16%	+2	-6
More than 20 years		r	-	-

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

I am planning to retire	r	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	r	-	-
I am applying for/intend to apply for roles in the private sector	r	-	-
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

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Job satisfaction (total score)				80%	+4	+12
1g My job gives me a feeling of personal accomplishment	82	11	7	82%	+3	+9
1h I feel motivated to contribute more than what is normally required at work	75	15	10	75%	0	+9
1i I am satisfied with my job	85	8	7	85%	+11	+18

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

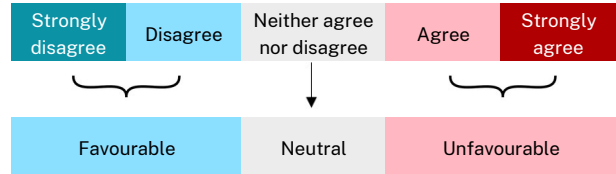
Burnout is typically characterised by ongoing feelings of:

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

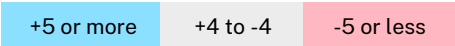
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Wellbeing (total score)					72%	-	+19
1j	The amount of stress in my job is manageable	<div><div></div><div></div><div></div></div>			78%	-	+23
1m	In general, my sense of wellbeing is..	<div><div></div><div></div><div></div></div>			68%	0	+10
1n	I feel burned out by my work (disagree)	<div><div></div><div></div><div></div></div>			62%	+5	+28
7w	I am satisfied with current workplace practices to help me manage my wellbeing	<div><div></div><div></div><div></div></div>			76%	-	+17
7y	There are effective resources in my organisation to support employee wellbeing	<div><div></div><div></div><div></div></div>			79%	-4	+15

Note on interpretation:

The burnout question is negatively worded. For consistency with other survey questions the results are displayed as follows:  
The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.  
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)



r = below privacy cut-off

Customer means the people who you or your organisation provide a service to.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Customer service (total score)					66%	+1	-3
1k	I am empowered to make the decisions needed to help customers and/or communities	66	24	10	66%	+3	-2
2c	People in my workgroup can explain how their work impacts customers	85	12		85%	+1	+4
2d	My workgroup considers customer needs when planning our work	79	16		79%	-2	-4
6d	Senior managers communicate the importance of customers in our work	67	19	15	67%	+7	+1
7i	The processes in my organisation are designed to support the best experience for customers	38	45	17	38%	-2	-18
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	62	25	13	62%	-1	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Role clarity and support

Purpose and direction

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Role clarity and support (total score)				71%	+1	+7
1a I understand what is expected of me to do well in my job	91			91%	+7	+7
1b I get the support I need to do my job well	75	14	11	75%	-1	+11
1c I have the tools and technology to do my job well	79	8	13	79%	+13	+11
1d I have the time to do my job well	60	22	18	60%	-19	+7
3e My performance is assessed against clear criteria	59	18	22	59%	+2	+4
3f I have received the training and development I need to do my job well	65	14	20	65%	+4	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Job purpose and enrichment (total score)					77%	+1	+5
1e	My job gives me opportunities to use a variety of skills	<div><div>84</div><div>11</div></div>			84%	+1	+4
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>83</div><div>13</div></div>			83%	-1	+11
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>67</div><div>16</div><div>16</div></div>			67%	+5	+3
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>72</div><div>18</div><div>10</div></div>			72%	+1	+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
Risk and innovation (total score)						77%	-1	+4
1l	I am comfortable notifying my manager if I become aware of any risks at work		93			93%	-1	+7
5a	My manager encourages people in my workgroup to keep improving the work they do		721512			72%	-5	-3
7a	My organisation is making improvements to meet future challenges		642511			64%	+4	+9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Ethics and values (total score)				83%	-	+4
6b Senior managers model the values of my organisation	63	24	14	63%	-1	+8
7q My organisation shows a commitment to ethical behaviours	80	11	9	80%	-1	+7
7r I support my organisation's values	88	8		88%	-3	0
7u I understand what ethical behaviour means within my workplace	94			94%	-	+1
7v I would know how to report unethical behaviour if I became aware of it	91			91%	-	+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
Teamwork and collaboration (total score)					70%	+3	+8
2a	My workgroup works collaboratively to achieve its goals	92			92%	+8	+13
6c	Senior managers promote collaboration between my organisation and other organisations we work with	69	16	16	69%	+2	+16
7c	There is good co-operation between teams across my organisation	48	24	27	48%	-2	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Inclusion and diversity (total score)				74%	-	+6
2b People in my workgroup treat each other with respect	94			94%	+3	+14
6f Senior managers support the career advancement of all employees	50	25	25	50%	-3	+5
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	79		15	79%	-2	+1
8b I am comfortable sharing a different view to others in my organisation	71	16	14	71%	-	+3
8c I feel that I belong in my organisation	76	19		76%	0	+5

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
Flexible working (total score)					86%	-4	+23
8e	How satisfied are you with your ability to access and use flexible working arrangements?	8310			83%	-5	+23
8f	My manager supports flexible working in my team	897			89%	-3	+23

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Use of flexible working  
Work environment

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times	<div></div>	82%	-3	+38
Working more hours over fewer days	<div></div>	12%	-7	+2
Working additional hours to make up for time off	<div></div>	26%	-6	+8
Flexible scheduling for rostered workers	<div></div>	11%	0	+3
Part-time work		r	-	-
Job sharing		r	-	-
Working from different locations		r	-	-
Working from home	<div></div>	77%	-14	+35
Purchasing annual leave		r	-	-
Leave without pay		r	-	-
Study leave		r	-	-
Other		r	-	-
None of the above	<div></div>	11%	+6	-18

Difference from (percentage point)

+5 or more

+4 to -4

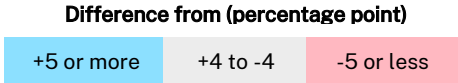
-5 or less

r = below privacy cut-off

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	58	12	31	58%	-	-7

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



r = below privacy cut-off

Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>	<div>difference from</div> <div>Sector</div>
Health and safety (total score)				77%	-8	+11
7x I am confident work health and safety issues I raise will be addressed promptly	76	15	9	76%	-11	+7
7y There are effective resources in my organisation to support employee wellbeing	79	10	10	79%	-4	+15

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Recruitment (total score)				50%	-	+5
7f My organisation makes fair recruitment decisions	51	17	32	51%	-	+6
7g My organisation makes fair promotion decisions	46	23	31	46%	-	+7
7h My organisation generally selects capable people to do the job	54	24	22	54%	-5	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Learning and development (total score)				60%	+5	+4
3f I have received the training and development I need to do my job well	65	14	20	65%	+4	+1
3g I am satisfied with the opportunities available for career development in my organisation	54	19	28	54%	+11	+4
7e My organisation is committed to developing its employees	62	19	19	62%	+1	+9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

**3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?**







**2023**  
% respondents

difference from  
**2022**

difference from  
**Sector**

Yes	33%	-13	-9
No	67%	+13	+9

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

Lack of visible opportunities		18%	-5	-9
Lack of promotion opportunities		37%	0	+10
Lack of support from my manager / supervisor		r	-	-
Geographic location considerations		12%	0	-12
Personal / family considerations		26%	+7	-5
Insufficient training and development		r	-	-
Lack of required capabilities or experience		r	-	-
Lack of support for temporary assignments / secondments		r	-	-
The application / recruitment process is too cumbersome or time consuming		20%	+1	-2
Other		r	-	-
There are no major barriers to my career progression		33%	+8	+5

**Difference from (percentage point)**

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4 I am paid fairly for the work I do	67	14	19	67%	+1	+21

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Recognition (total score)				67%	-6	+5
5f My manager provides recognition for the work I do	74	13	12	74%	-10	+3
7p I receive adequate recognition for my contributions from my organisation	60	18	22	60%	-2	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Feedback and performance management (total score)							58%	+4	+1
3d	In the last 12 months, I have received feedback to help me improve my work			67	16	16	67%	+5	+3
3e	My performance is assessed against clear criteria			59	18	22	59%	+2	+4
5g	My manager appropriately deals with employees who perform poorly			47	36	17	47%	+7	-2

				2023 % respondents	difference from 2022	difference from Sector
Performance management process						
3a	I have a performance and development plan that sets out my individual goals			67%	-2	-7
3b	I have informal feedback conversations with my manager			86%	+3	+6
3c	I have scheduled feedback conversations with my manager			55%	-6	-10

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term ‘senior managers’ refers to the group of senior managers in your organisation, not an individual manager.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Senior managers (total score)					61%	+3	+9
6a	Senior managers provide clear direction for the future of the organisation	66	21	13	66%	+18	+17
6b	Senior managers model the values of my organisation	63	24	14	63%	-1	+8
6c	Senior managers promote collaboration between my organisation and other organisations we work with	69	16	16	69%	+2	+16
6d	Senior managers communicate the importance of customers in our work	67	19	15	67%	+7	+1
6e	Senior managers listen to employees	53	24	24	53%	-6	+7
6f	Senior managers support the career advancement of all employees	50	25	25	50%	-3	+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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>	<div>difference from</div> <div>Sector</div>
Decision making and accountability (total score)				66%	0	+6
5e I have confidence in the decisions my manager makes	85		9	85%	+8	+13
7d People in my organisation take responsibility for their own actions	46	25	28	46%	-9	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Communication and change management (total score)				61%	-	+5
5b My manager communicates effectively with me	80	9	10	80%	+1	+5
6a Senior managers provide clear direction for the future of the organisation	66	21	13	66%	+18	+17
7b Change is managed well in my organisation	37	29	34	37%	+1	-2
7s I am supported through changes that affect my work	57	26	17	57%	-	-1
7t I have the opportunity to provide feedback on change processes that directly affect me	66	16	19	66%	-	+6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee voice (total score)				72%	-	+7
5c My manager encourages and values employee input	82	8	9	82%	-2	+7
5d My manager involves my workgroup in decisions about our work	81		12	81%	+1	+11
6e Senior managers listen to employees	53	24	24	53%	-6	+7
8b I am comfortable sharing a different view to others in my organisation	71	16	14	71%	-	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
9 I am confident my organisation will act on the results of this survey	54	20	26	54%	-4	+10

Difference from (percentage point)

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

# Negative workplace behaviours

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

In the last 12 months, have you...	2023 % respondents	difference from 2022	difference from Sector
been aware of any misconduct in your organisation	r	-	-
witnessed bullying	r	-	-
experienced bullying	r	-	-
witnessed sexual harassment	r	-	-
experienced sexual harassment	r	-	-
experienced threats or physical harm	r	-	-
experienced discrimination	r	-	-
experienced racism	r	-	-

Definitions

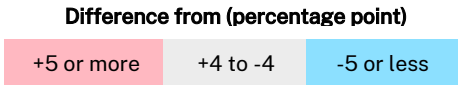
- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct

- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin



r = below privacy cut-off

## 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	37	Yes	12	Service delivery involving direct contact with the public	18
Man	32	No	77	Other service delivery work	r
Non-binary	r	Prefer not to say	11	Administrative support	r
Use a different term	r			Corporate services	r
Prefer not to say	31	<b>LGBTIQ+</b>		Policy	r
		Yes	r	Research	r
<b>Age</b>		No	81	Program and project management support	r
15-34 years	r	Prefer not to say	r	Legal	r
35-54 years	37			Other	29
55+ years	r	<b>LOTE spoken at home</b>			
Prefer not to say	34	Yes	16	<b>Organisation tenure</b>	
		No	67	Less than 1 year	15
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	17	1 year to less than 2 years	r
Yes	r			2 years to less than 5 years	23
No	82	<b>Working arrangement</b>		5 years to less than 10 years	38
Prefer not to say	r	Full-time	r	10 years to less than 20 years	r
		Part-time	r	More than 20 years	r
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	82	Senior executive	r	\$93,294 and below	r
North-West European	19	Ongoing / permanent	83	\$93,295 - \$120,858	36
Southern and Eastern European	r	Temporary	r	\$120,859 - \$161,662	26
North African and Middle Eastern	r	Casual	r	\$161,663 and above	r
South-East Asian	r	Contract-non-executive	r	Prefer not to say	19
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	Audit and Assessments	Corporate	Critical Incidents and Oversight Investigations	Electronic Collections Unit and IT	Integrity Investigations	Prevention & Education and Legal Services
Employee engagement	66	70	68	61	70	57	70
Wellbeing	72%	65%	68%	74%	81%	74%	58%
Role clarity and support	71%	68%	71%	77%	80%	56%	69%
Inclusion and diversity	74%	84%	75%	69%	79%	64%	67%
Teamwork and collaboration	70%	64%	69%	56%	74%	74%	75%
Learning and development	60%	76%	64%	64%	72%	34%	61%
Senior managers	61%	60%	69%	39%	77%	47%	66%
Communication and change management	61%	68%	77%	40%	71%	44%	67%
Employee voice	72%	84%	83%	68%	76%	44%	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 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	66	73	70	r	r	50	r	59	r	72	r
Wellbeing	72%	72%	83%	r	r	55%	r	68%	r	80%	r
Role clarity and support	71%	76%	74%	r	r	48%	r	68%	r	75%	r
Inclusion and diversity	74%	81%	79%	r	r	55%	r	69%	r	78%	r
Teamwork and collaboration	70%	71%	76%	r	r	67%	r	74%	r	70%	r
Learning and development	60%	69%	66%	r	r	33%	r	52%	r	66%	r
Senior managers	61%	66%	71%	r	r	59%	r	65%	r	67%	r
Communication and change management	61%	67%	67%	r	r	47%	r	60%	r	67%	r
Employee voice	72%	82%	75%	r	r	50%	r	66%	r	81%	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 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	66	60	r	r	r	r	r	r	r	70
Wellbeing	72%	61%	r	r	r	r	r	r	r	75%
Role clarity and support	71%	64%	r	r	r	r	r	r	r	74%
Inclusion and diversity	74%	74%	r	r	r	r	r	r	r	79%
Teamwork and collaboration	70%	64%	r	r	r	r	r	r	r	67%
Learning and development	60%	50%	r	r	r	r	r	r	r	71%
Senior managers	61%	49%	r	r	r	r	r	r	r	64%
Communication and change management	61%	57%	r	r	r	r	r	r	r	61%
Employee voice	72%	66%	r	r	r	r	r	r	r	76%

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	66	71	r	70	67	r	r
Wellbeing	72%	80%	r	66%	73%	r	r
Role clarity and support	71%	74%	r	71%	67%	r	r
Inclusion and diversity	74%	73%	r	78%	75%	r	r
Teamwork and collaboration	70%	67%	r	70%	78%	r	r
Learning and development	60%	72%	r	67%	56%	r	r
Senior managers	61%	67%	r	62%	67%	r	r
Communication and change management	61%	67%	r	59%	67%	r	r
Employee voice	72%	75%	r	81%	74%	r	r

At least 5 percentage points higher than report unit


Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	66	66	r	r	r	r	r	r	r
Wellbeing	72%	68%	r	r	r	r	r	r	r
Role clarity and support	71%	70%	r	r	r	r	r	r	r
Inclusion and diversity	74%	75%	r	r	r	r	r	r	r
Teamwork and collaboration	70%	71%	r	r	r	r	r	r	r
Learning and development	60%	63%	r	r	r	r	r	r	r
Senior managers	61%	66%	r	r	r	r	r	r	r
Communication and change management	61%	63%	r	r	r	r	r	r	r
Employee voice	72%	72%	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

## 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	66	r	r	r	r	r	r	r	r	r
Wellbeing	72%	r	r	r	r	r	r	r	r	r
Role clarity and support	71%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	74%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	70%	r	r	r	r	r	r	r	r	r
Learning and development	60%	r	r	r	r	r	r	r	r	r
Senior managers	61%	r	r	r	r	r	r	r	r	r
Communication and change management	61%	r	r	r	r	r	r	r	r	r
Employee voice	72%	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.

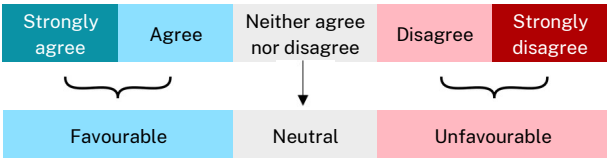


Privacy

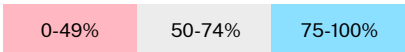
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% 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.				