People Matter

NSW Public Sector Employee Survey 2022

Education - Public Schools - All other schools

Survey period: 22 August to 16 September 2022

Completed surveys: 2,265

People Matter

Contents

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High level results
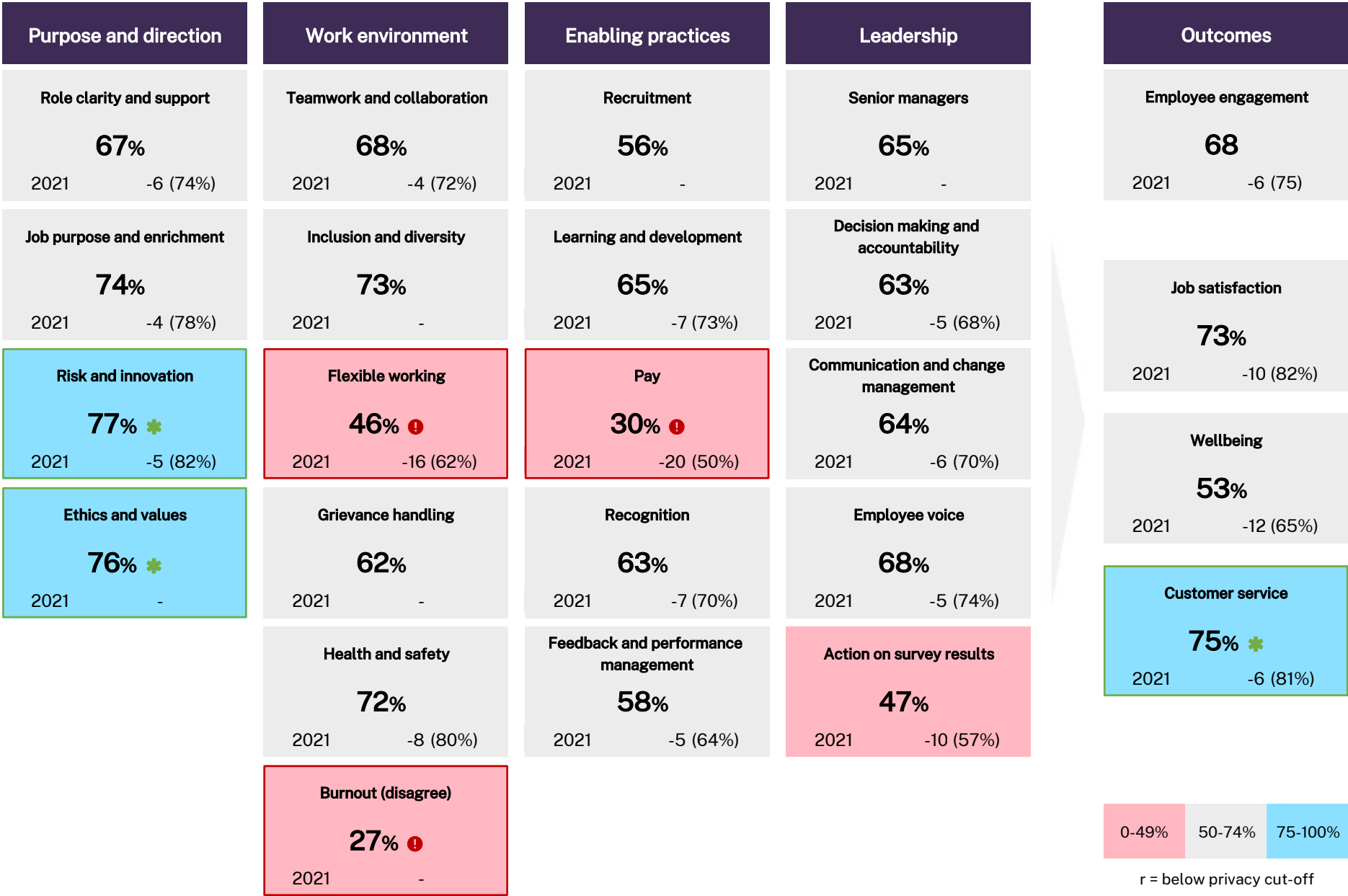### Discover key results and patterns

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Headline results for key topics

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

🟢 ⛔

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

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

Purpose and direction

Role clarity and support
67%
2021   -6 (74%)

Job purpose and enrichment
74%
2021   -4 (78%)

Risk and innovation
77% 🟢
2021   -5 (82%)

Ethics and values
76% 🟢
2021   -

Work environment

Teamwork and collaboration
68%
2021   -4 (72%)

Inclusion and diversity
73%
2021   -

Flexible working
46% ⛔
2021   -16 (62%)

Grievance handling
62%
2021   -

Health and safety
72%
2021   -8 (80%)

Burnout (disagree)
27% ⛔
2021   -

Enabling practices

Recruitment
56%
2021   -

Learning and development
65%
2021   -7 (73%)

Pay
30% ⛔
2021   -20 (50%)

Recognition
63%
2021   -7 (70%)

Feedback and performance management
58%
2021   -5 (64%)

Leadership

Senior managers
65%
2021   -

Decision making and accountability
63%
2021   -5 (68%)

Communication and change management
64%
2021   -6 (70%)

Employee voice
68%
2021   -5 (74%)

Action on survey results
47%
2021   -10 (57%)

Outcomes

Employee engagement
68
2021   -6 (75)

Job satisfaction
73%
2021   -10 (82%)

Wellbeing
53%
2021   -12 (65%)

Customer service
75% 🟢
2021   -6 (81%)

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

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Highest and lowest questions

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

⊕ Questions with the highest favourable scores

				2022 % favourable	difference from **2021**
Role clarity and support	1a	I understand what is expected of me to do well in my job		88%	-2
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		88%	-2
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills		87%	-4
Customer service	2d	My workgroup considers customer needs when planning our work		86%	-4
Ethics and values	7q	I support my organisation's values		84%	-

⊖ Questions with the lowest favourable scores

				2022 % favourable	difference from **2021**
Burnout (disagree)	1n	I feel burned out by my work (disagree)		27%	-
Pay	4	I am paid fairly for the work I do		30%	-20
Role clarity and support	1d	I have the time to do my job well		42%	-11
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?		43%	-17
Action on survey results	9	I am confident my organisation will act on the results of this survey		47%	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Most and least improved questions

➕ Most improved questions

				2022 % favourable	difference from 2021
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		88%	-2
Role clarity and support	1a	I understand what is expected of me to do well in my job		88%	-2
Customer service	2c	People in my workgroup can explain how their work impacts customers		83%	-2
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		78%	-2
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose		71%	-3

➖ Least improved questions

				2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do		30%	-20
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?		43%	-17
Flexible working	8f	My manager supports flexible working in my team		49%	-15
Wellbeing	1m	In general, my sense of wellbeing is...		56%	-12
Job satisfaction	1h	I feel motivated to contribute more than what is normally required at work		68%	-12

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Key drivers for engagement

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

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

Topic		Engagement key driver questions	2022 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	66%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	65%	Maintain
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	70%	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	54%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	76%	Maintain
Communication and change management	7b	Change is managed well in my organisation	52%	Improve

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Results by topic
Discover more about your results

Employee engagement

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Employee engagement (total score)*					**68**	-6	+4
7j	I would recommend my organisation as a great place to work	65	18	17	65%	-10	+3
7k	I am proud to tell others I work for my organisation	73	17	10	73%	-9	+4
7l	I feel a strong personal attachment to my organisation	71	17	12	71%	-7	+10
7m	My organisation motivates me to help it achieve its goals	62	22	16	62%	-10	+8
7n	My organisation inspires me to do the best in my job	62	22	16	62%	-10	+7

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

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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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?	**2022** % respondents	difference from **2021**	difference from **Sector**
Less than 1 year	7%	+2	-1
1 year to less than 2 years	10%	+2	+1
2 years to less than 5 years	20%	+1	0
5 years to less than 10 years	23%	-2	-1
10 years to less than 20 years	24%	-2	+1
More than 20 years	16%	0	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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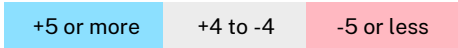
Job satisfaction

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Job satisfaction (total score)				**73%**	-10	+4
1g My job gives me a feeling of personal accomplishment	79	11	10	79%	-8	+7
1h I feel motivated to contribute more than what is normally required at work	68	15	16	68%	-12	+2
1i I am satisfied with my job	70	15	15	70%	-10	+4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Wellbeing

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Wellbeing (total score)					**53**%	-12	-5
1j	I can keep my work stress at an acceptable level	51	20	30	51%	-11	-8
1m	In general, my sense of wellbeing is...	56	32	12	56%	-12	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Customer service

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
	Customer service (total score)				**75%**	**-6**	**+5**
1k	I am empowered to make the decisions needed to help customers and/or communities	65	21	14	65%	-9	-3
2c	People in my workgroup can explain how their work impacts customers	83	13		83%	-2	+1
2d	My workgroup considers customer needs when planning our work	86	9		86%	-4	+3
6d	Senior managers communicate the importance of customers in our work	75	16	8	75%	-4	+11
7h	The processes in my organisation are designed to support the best experience for customers	70	18	12	70%	-7	+13
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	72	19	10	72%	-8	+8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Role clarity and support
Purpose and direction

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Role clarity and support (total score)					**67**%	-6	+3
1a	I understand what is expected of me to do well in my job	88		7	88%	-2	+4
1b	I get the support I need to do my job well	67	16	16	67%	-7	+4
1c	I have the tools and technology to do my job well	77	12	11	77%	-4	+9
1d	I have the time to do my job well	42	16	42	42%	-11	-10
3e	My performance is assessed against clear criteria	58	28	14	58%	-7	+3
3f	I have received the training and development I need to do my job well	72	17	11	72%	-6	+9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Job purpose and enrichment
Purpose and direction

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
	Job purpose and enrichment (total score)				**74%**	-4	+3
1e	My job gives me opportunities to use a variety of skills	87		7	87%	-4	+8
1f	I have a choice in deciding how I carry out day to day work tasks	68	18	14	68%	-5	-3
3d	In the last 12 months, I have received feedback to help me improve my work	68	19	13	68%	-5	+5
5h	My manager communicates how my role contributes to my organisation's purpose	71	18	11	71%	-3	+3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Risk and innovation (total score)					**77%**	-5	+4
1l	I am comfortable notifying my manager if I become aware of any risks at work	88		7	**88%**	-2	+1
5a	My manager encourages people in my workgroup to keep improving the work they do	79	14	7	**79%**	-4	+4
7a	My organisation is making improvements to meet future challenges	65	21	14	**65%**	-11	+8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Ethics and values
Purpose and direction

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
	Ethics and values (total score)				**76%**	-	+6
6b	Senior managers model the values of my organisation	67	20	13	67%	-5	+13
7p	My organisation shows a commitment to ethical behaviours	76	16	9	76%	-	+6
7q	I support my organisation's values	84	12		84%	-	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

Teamwork and collaboration
Work environment

Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
	Teamwork and collaboration (total score)				68%	-4	+6
2a	My workgroup works collaboratively to achieve its goals	78	13	9	78%	-2	0
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	24	11	64%	-3	+12
7c	There is good co-operation between teams across my organisation	60	23	17	60%	-6	+6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Inclusion and diversity
Work environment

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

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**
	Inclusion and diversity (total score)				**73**%	-	+5
2b	People in my workgroup treat each other with respect	79	12	9	79%	-3	-1
6f	Senior managers support the career advancement of all employees	58	26	15	58%	-	+15
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	84	10		84%	-4	+6
8b	I can speak up and share a different view to others in my organisation	68	18	14	68%	-6	+1
8c	I feel that I belong in my organisation	75	15	10	75%	-4	+5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

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.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Flexible working (total score)					**46**%	-16	-17
8e	How satisfied are you with your ability to access and use flexible working arrangements?	43	34	23	43%	-17	-18
8f	My manager supports flexible working in my team	49	33	17	49%	-15	-16

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

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		2022 % respondents	difference from 2021	difference from Sector
Flexible start and finish times		13%	-4	-31
Working more hours over fewer days		3%	0	-7
Working additional hours to make up for time off		6%	-2	-12
Flexible scheduling for rostered workers		1%	-5	-6
Part-time work		14%	0	+2
Job sharing		5%	-2	+2
Working from different locations		6%	-5	-14
Working from home		29%	-42	-19
Purchasing annual leave		2%	0	0
Leave without pay		17%	+2	+9
Study leave		1%	0	-3
Other		3%	+1	0
None of the above		42%	+25	+16

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Grievance handling
Work environment

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	62	23	15	62%	-	+9

*See p.36 for related results on negative workplace behaviours.

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Health and safety
Work environment

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	2022 % favourable	difference from 2021	difference from Sector
Health and safety (total score)					**72**%	**-8**	**+3**
7r	I am confident work health and safety issues I raise will be addressed promptly	79	12	9	**79**%	**-5**	**+5**
7s	There are effective resources in my organisation to support employee wellbeing	65	18	17	**65**%	**-11**	**+1**

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Burnout (disagree)
Work environment

Burnout is typically characterised by ongoing feelings of:

• energy depletion / exhaustion

• negativity or cynicism about one's job
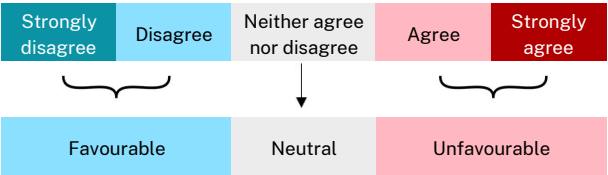
• reduced professional effectiveness.

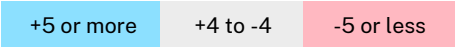|		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
1n	I feel burned out by my work (disagree)	27	28	46	27%	-	-7

Note on interpretation:

This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.
The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Favourable		Neutral	Unfavourable	

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Recruitment
Enabling practices

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Recruitment (total score)					**56**%	-	+8
7f	My organisation makes fair recruitment and promotion decisions	53	27	20	53%	-	+9
7g	My organisation generally selects capable people to do the job	59	23	18	59%	-5	+7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Learning and development
Enabling practices

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Learning and development (total score)				**65**%	-7	+10
3f I have received the training and development I need to do my job well	72	17	11	72%	-6	+9
3g I am satisfied with the opportunities available for career development in my organisation	57	22	21	57%	-8	+8
7e My organisation is committed to developing its employees	66	22	12	66%	-8	+14

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Mobility
Enabling practices

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?

	2022 % respondents	difference from 2021	difference from Sector
Yes	32%	+6	-9
No	68%	-6	+9

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

		2022 % respondents	difference from 2021	difference from Sector
Lack of visible opportunities		24%	+4	-3
Lack of promotion opportunities		23%	+5	-4
Lack of support from my manager / supervisor		7%	0	-4
Geographic location considerations		30%	+2	+6
Personal / family considerations		37%	+2	+6
Insufficient training and development		9%	+1	-6
Lack of required capabilities or experience		9%	0	-3
Lack of support for temporary assignments / secondments		8%	+3	-6
The application / recruitment process is too cumbersome or time consuming		24%	+6	+1
Other		11%	0	+1
There are no major barriers to my career progression		30%	-4	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Pay
Enabling practices

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
4	I am paid fairly for the work I do	30	18	52	30%	-20	-18

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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Recognition
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**
Recognition (total score)					**63**%	-7	+3
5f	My manager provides recognition for the work I do	72	16	12	72%	-6	+2
7o	I receive adequate recognition for my contributions from my organisation	54	24	22	54%	-9	+5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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Feedback and performance management
Enabling practices

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Feedback and performance management (total score)					**58%**	-5	+3
3d	In the last 12 months, I have received feedback to help me improve my work	68	19	13	68%	-5	+5
3e	My performance is assessed against clear criteria	58	28	14	58%	-7	+3
5g	My manager appropriately deals with employees who perform poorly	49	31	20	49%	-4	+1

		2022 % respondents	difference from 2021	difference from Sector
Performance management process				
3a	I have a performance and development plan that sets out my individual goals	89%	-1	+18
3b	I have informal feedback conversations with my manager	84%	-4	+5
3c	I have scheduled feedback conversations with my manager	68%	-6	+4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Senior managers
Leadership

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

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

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**
	Senior managers (total score)				**65**%	-	+13
6a	Senior managers provide clear direction for the future of the organisation	64	22	14	64%	-6	+14
6b	Senior managers model the values of my organisation	67	20	13	67%	-5	+13
6c	Senior managers promote collaboration between my organisation and other organisations we work with	64	24	11	64%	-3	+12
6d	Senior managers communicate the importance of customers in our work	75	16	8	75%	-4	+11
6e	Senior managers listen to employees	59	22	19	59%	-6	+14
6f	Senior managers support the career advancement of all employees	58	26	15	58%	-	+15

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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Decision making and accountability
Leadership

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Decision making and accountability (total score)				**63**%	-5	+3
5e I have confidence in the decisions my manager makes	75	15	10	**75**%	-4	+3
7d People in my organisation take responsibility for their own actions	52	29	19	**52**%	-6	+3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Communication and change management
Leadership

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Communication and change management (total score)				**64**%	-6	+9
5b My manager communicates effectively with me	75	13	11	75%	-4	+1
6a Senior managers provide clear direction for the future of the organisation	64	22	14	64%	-6	+14
7b Change is managed well in my organisation	52	25	23	52%	-8	+13

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Employee voice
Leadership

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Employee voice (total score)					**68**%	-5	+4
5c	My manager encourages and values employee input	77	13	10	77%	-4	+2
5d	My manager involves my workgroup in decisions about our work	70	18	12	70%	-6	0
6e	Senior managers listen to employees	59	22	19	59%	-6	+14
8b	I can speak up and share a different view to others in my organisation	68	18	14	68%	-6	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Action on survey results
Leadership

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
9	I am confident my organisation will act on the results of this survey	47	27	27	47%	-10	+3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Negative workplace behaviours

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

In the last 12 months, have you...	2022 % respondents	difference from 2021	difference from Sector
been aware of any misconduct in your organisation	15%	0	0
witnessed bullying	23%	-1	+2
experienced bullying	13%	-1	-1
witnessed sexual harassment	3%	+1	0
experienced sexual harassment	6%	+2	+1
experienced threats or physical harm	22%	+5	+14
experienced discrimination	8%	+1	-2
experienced racism	3%	+1	-2

Definitions

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

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

- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated

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

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin
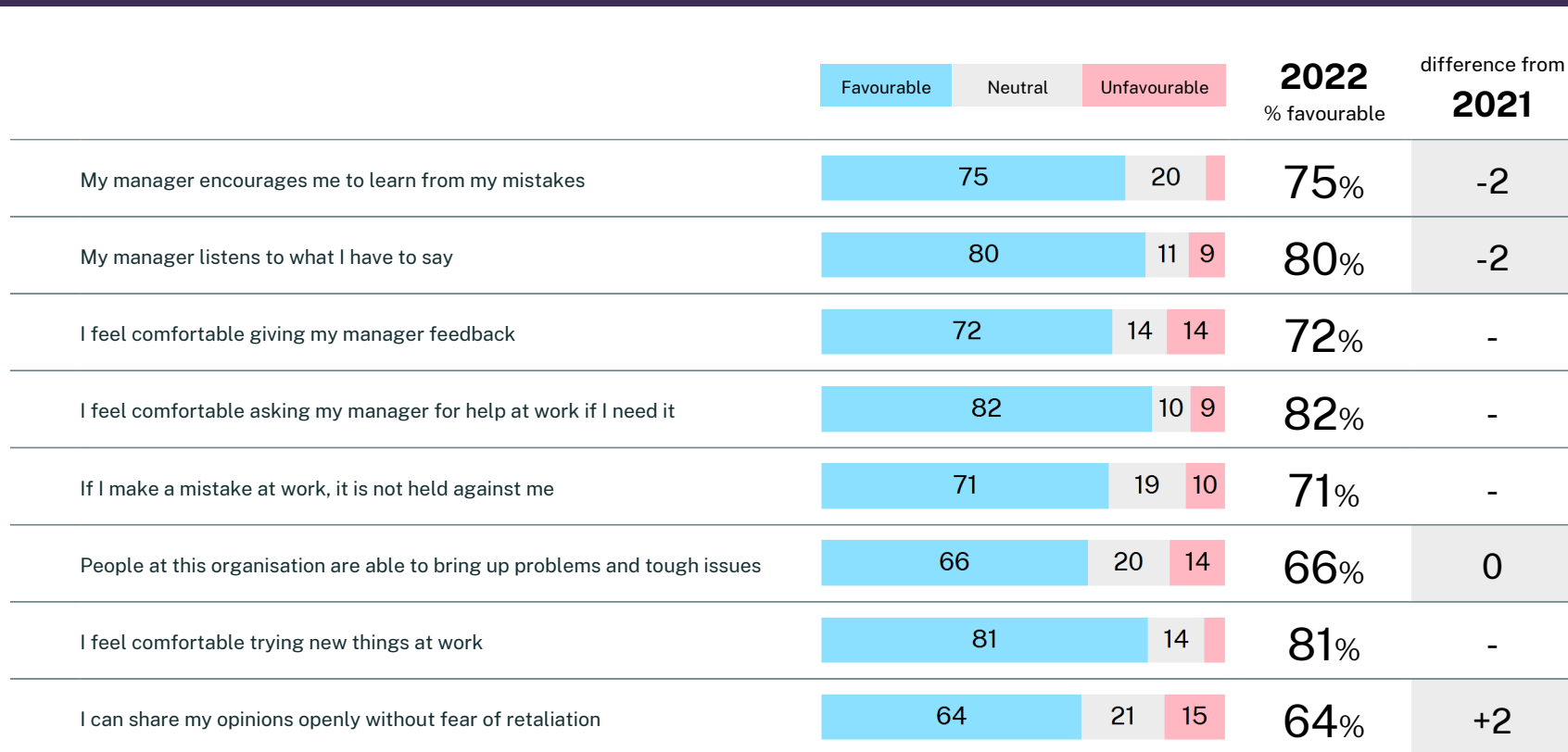
Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

Education questions

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021
My manager encourages me to learn from my mistakes	75	20		75%	-2
My manager listens to what I have to say	80	11	9	80%	-2
I feel comfortable giving my manager feedback	72	14	14	72%	-
I feel comfortable asking my manager for help at work if I need it	82	10	9	82%	-
If I make a mistake at work, it is not held against me	71	19	10	71%	-
People at this organisation are able to bring up problems and tough issues	66	20	14	66%	0
I feel comfortable trying new things at work	81	14		81%	-
I can share my opinions openly without fear of retaliation	64	21	15	64%	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Education questions

Which category of staff are you?		2022 % respondents	difference from 2021
Public Service Senior Executive (PSSE)		r	–
School Executive		21%	+2
Teaching Staff		43%	-3
School Administrative and Support Staff (SASS)		30%	+2
Other Non-Teaching Staff in Schools		r	–
Corporate Staff		r	–

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Education questions

This survey asks questions about Senior Managers. How do you define your Senior Manager?		2022 % respondents	difference from 2021
Secretary		1%	0
Group Deputy Secretary, Deputy Secretary, Chief People Officer, Chief Operating Officer, Chief Executive		2%	0
Executive Director		1%	0
Director		2%	-1
Director, Educational Leadership		7%	-1
Manager		2%	0
Principal		64%	-1
Assistant Principal		8%	+1
Deputy Principal		7%	+2
Head Teacher		5%	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter

Results by demographic group
Discover if employees in different groups have different views

People Matter

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
Woman	73
Man	19
Non-binary	r
Use a different term	r
Prefer not to say	8

Age	
15-34 years	18
35-54 years	46
55+ years	21
Prefer not to say	15

Aboriginal and/or Torres Strait Islander	
Yes	4
No	91
Prefer not to say	5

Cultural background	
Oceanian	86
North-West European	12
Southern and Eastern European	5
North African and Middle Eastern	3
South-East Asian	1
North-East Asian	1
Southern and Central Asian	3
Peoples of the Americas	1
Sub-Saharan African	1

Disability	% respondents
Yes	5
No	91
Prefer not to say	4

LGBTIQ+	
Yes	3
No	90
Prefer not to say	7

LOTE spoken at home	
Yes	11
No	86
Prefer not to say	3

Working arrangement	
Full-time	77
Part-time	23

Employment status	
Senior executive	9
Ongoing / permanent	55
Temporary	24
Casual	4
Contract-non-executive	6
Labour hire	r
Other	r
Don't know	r

Type of work	% respondents
Service delivery involving direct contact with the public	76
Other service delivery work	r
Administrative support	12
Corporate services	r
Policy	r
Research	r
Program and project management support	r
Legal	r
Other	11

Organisation tenure	
Less than 1 year	9
1 year to less than 2 years	7
2 years to less than 5 years	17
5 years to less than 10 years	21
10 years to less than 20 years	27
More than 20 years	19

Salary	
$87,492 and below	42
$87,493 - $113,342	27
$113,343 - $151,608	17
$151,609 and above	3
Prefer not to say	12

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 select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	68%	71%	65%	r	70%	62%	63%	73%	69%	71%	69%
Wellbeing	53%	56%	52%	r	49%	41%	39%	63%	51%	54%	64%
Role clarity and support	67%	69%	67%	r	67%	60%	63%	75%	67%	69%	73%
Inclusion and diversity	73%	75%	74%	r	73%	65%	66%	76%	75%	76%	76%
Teamwork and collaboration	68%	70%	70%	r	69%	65%	63%	73%	71%	71%	69%
Learning and development	65%	68%	65%	r	64%	59%	61%	71%	67%	68%	68%
Senior managers	65%	68%	64%	r	67%	57%	54%	72%	69%	69%	65%
Communication and change management	64%	66%	66%	r	67%	53%	58%	73%	65%	68%	67%
Employee voice	68%	70%	72%	r	72%	64%	65%	73%	72%	72%	71%

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%	67%	r	75%	r	r	r	r	r	68%
Wellbeing	53%	49%	r	71%	r	r	r	r	r	57%
Role clarity and support	67%	65%	r	75%	r	r	r	r	r	70%
Inclusion and diversity	73%	73%	r	81%	r	r	r	r	r	68%
Teamwork and collaboration	68%	67%	r	74%	r	r	r	r	r	66%
Learning and development	65%	64%	r	69%	r	r	r	r	r	64%
Senior managers	65%	64%	r	71%	r	r	r	r	r	66%
Communication and change management	64%	63%	r	71%	r	r	r	r	r	65%
Employee voice	68%	69%	r	73%	r	r	r	r	r	62%

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%	77%	74%	70%	68%	67%	65%
Wellbeing	53%	69%	63%	51%	50%	53%	53%
Role clarity and support	67%	74%	70%	67%	66%	68%	68%
Inclusion and diversity	73%	79%	76%	73%	73%	73%	74%
Teamwork and collaboration	68%	79%	71%	67%	67%	68%	65%
Learning and development	65%	72%	68%	64%	64%	65%	65%
Senior managers	65%	78%	70%	67%	63%	65%	60%
Communication and change management	64%	76%	71%	64%	63%	64%	61%
Employee voice	68%	78%	74%	68%	67%	69%	67%

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%	75%	71%	61%	66%	69%	69%	65%	69%
Wellbeing	53%	60%	56%	52%	50%	52%	63%	53%	50%
Role clarity and support	67%	73%	72%	61%	64%	67%	81%	63%	67%
Inclusion and diversity	73%	80%	75%	69%	73%	72%	79%	70%	74%
Teamwork and collaboration	68%	75%	71%	61%	69%	69%	65%	60%	67%
Learning and development	65%	70%	70%	57%	63%	69%	71%	60%	70%
Senior managers	65%	68%	68%	60%	67%	71%	69%	59%	63%
Communication and change management	64%	71%	67%	60%	66%	66%	60%	61%	63%
Employee voice	68%	77%	69%	62%	72%	70%	78%	70%	63%

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	73%	60%	72%	53%	73%	72%	r
Wellbeing	53%	r	r	66%	37%	55%	43%	53%	55%	r
Role clarity and support	67%	r	r	70%	55%	73%	50%	70%	55%	r
Inclusion and diversity	73%	r	r	80%	65%	79%	65%	78%	76%	r
Teamwork and collaboration	68%	r	r	69%	53%	81%	54%	71%	73%	r
Learning and development	65%	r	r	69%	55%	69%	49%	67%	57%	r
Senior managers	65%	r	r	70%	52%	70%	50%	70%	78%	r
Communication and change management	64%	r	r	65%	49%	68%	51%	67%	73%	r
Employee voice	68%	r	r	70%	52%	75%	62%	74%	83%	r

People Matter

Additional information about the survey
Discover more about how the survey works and how to act on results

Survey model

People Matter

The People Matter Employee Survey provides an important opportunity for almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

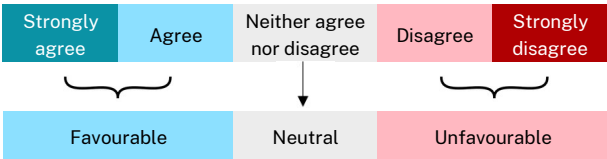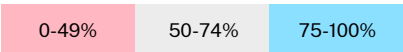| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and innovation	Flexible working	Pay	Communication and change management	Job satisfaction
Ethics and values	Grievance handling	Recognition	Employee voice	Wellbeing
	Health and safety	Feedback and performance management	Action on survey results	Customer service
	Burnout			

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.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% favourable scores are colour coded based on these ranges:

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

Difference scores

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

+5 or more	+4 to -4	-5 or less
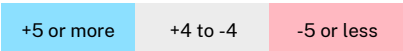
Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

100 to 'strongly agree'
75 to 'agree'
50 to 'neither agree nor disagree'
25 to 'disagree'
0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

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

Action planning

People Matter

We are all responsible for building a world class public service. Improving employee experience is a way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

CELEBRATE	INVESTIGATE FURTHER WITH OUR TEAMS	OPPORTUNITIES
The things we do well: _____ _____ _____ Think about how we can build on our strengths and learn from what we are good at.	Are there any other opportunities coming out of the results that we want to explore further? _____ _____ _____ How could we investigate? Through looking at the data in in more detail or through discussions with staff?	Areas we need to focus on and turn into action plans: _____ _____ _____ What are the key things we need to improve to make working here better?

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