

# People Matter

NSW Public Sector  
Employee Survey 2022

## Agency Report

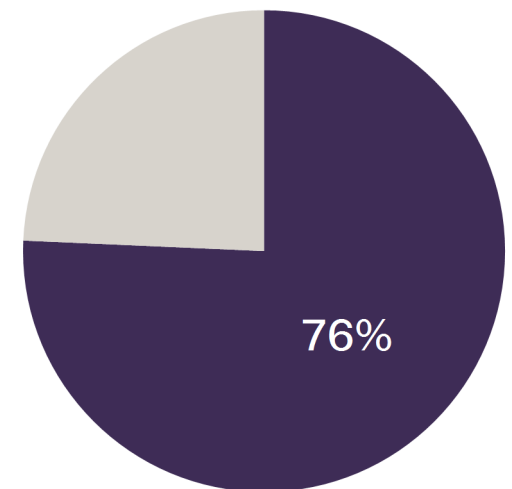
## Department of Enterprise, Investment and Trade

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

**Completed surveys:** 735

**Response rate:** 76%

Response rate:



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

### **NSW public sector**

- Enterprise, Investment and Trade
  - Department of Enterprise, Investment and Trade

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## High level results

Discover key results and patterns

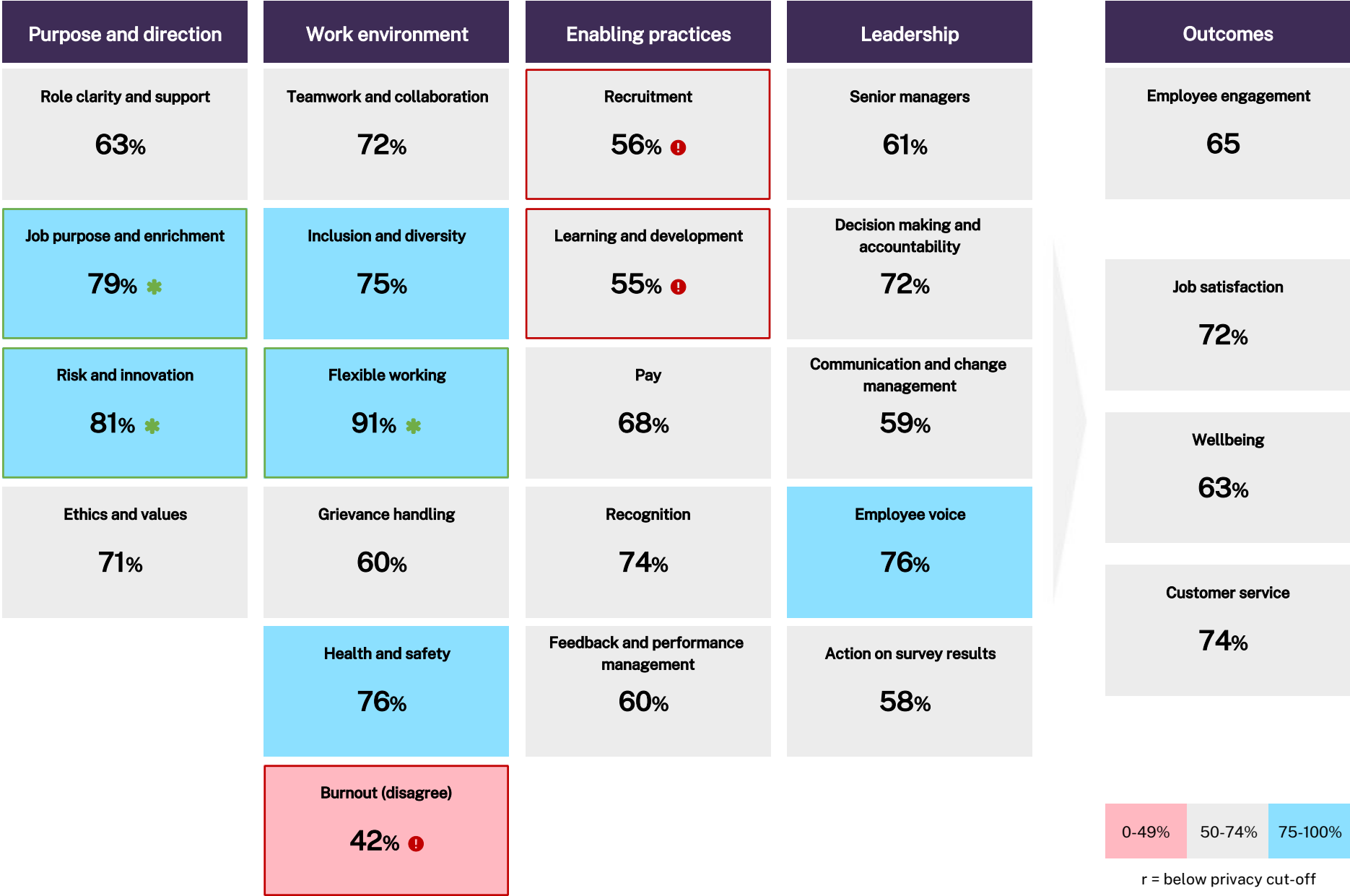
# Headline results for key topics

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



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

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



## Highest and lowest questions

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

### **+** Questions with the highest favourable scores

**2022**  
% favourable

Flexible working	8f	My manager supports flexible working in my team	93%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	93%
Inclusion and diversity	2b	People in my workgroup treat each other with respect	90%
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	89%
Customer service	2d	My workgroup considers customer needs when planning our work	88%

### **-** Questions with the lowest favourable scores

**2022**  
% favourable

Communication and change management	7b	Change is managed well in my organisation	40%
Burnout (disagree)	1n	I feel burned out by my work (disagree)	42%
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	48%
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	51%
Employee engagement	7l	I feel a strong personal attachment to my organisation	54%

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Key drivers for engagement

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

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

Topic	Engagement key driver questions		2022 % favourable	Action
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	68%	Maintain
Learning and development	7e	My organisation is committed to developing its employees	58%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	61%	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	61%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	64%	Maintain
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	48%	Improve

r = below privacy cut-off

## Results by topic

Discover more about your results



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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
Employee engagement (total score)*				65	+1	-4
7j I would recommend my organisation as a great place to work	65	19	16	65%	+3	-2
7k I am proud to tell others I work for my organisation	65	21	14	65%	-5	-13
7l I feel a strong personal attachment to my organisation	54	26	20	54%	-7	-14
7m My organisation motivates me to help it achieve its goals	61	24	15	61%	+7	-1
7n My organisation inspires me to do the best in my job	60	24	16	60%	+5	-3

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









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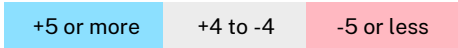
Intention to stay refers to an employee’s desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

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 Sector	difference from Cluster
Less than 1 year		13%	+5	+2
1 year to less than 2 years		17%	+7	+2
2 years to less than 5 years		32%	+12	+3
5 years to less than 10 years		21%	-4	-3
10 years to less than 20 years		10%	-12	-2
More than 20 years		7%	-9	-1

Difference from (percentage point)



r = below privacy cut-off

## Job satisfaction

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>72%</b>	<b>+3</b>	<b>-1</b>
1g My job gives me a feeling of personal accomplishment	72	16	11	72%	0	-3
1h I feel motivated to contribute more than what is normally required at work	72	16	12	72%	+6	0
1i I am satisfied with my job	71	16	13	71%	+4	0

### 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.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
Wellbeing (total score)				63%	+4	0
1j I can keep my work stress at an acceptable level	62	20	18	62%	+3	-1
1m In general, my sense of wellbeing is..	64	28	8	64%	+5	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>					<b>74%</b>	<b>+4</b>	<b>+1</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	70	19	11	70%	+2	-1
2c	People in my workgroup can explain how their work impacts customers	87	9		87%	+5	+1
2d	My workgroup considers customer needs when planning our work	88	8		88%	+6	+2
6d	Senior managers communicate the importance of customers in our work	71	20	10	71%	+6	+3
7h	The processes in my organisation are designed to support the best experience for customers	57	26	16	57%	+1	-2
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	71	20	9	71%	+7	+1

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 Sector	difference from Cluster
Role clarity and support (total score)				63%	-1	-2
1a I understand what is expected of me to do well in my job	80	12	8	80%	-4	-3
1b I get the support I need to do my job well	67	15	18	67%	+4	0
1c I have the tools and technology to do my job well	66	15	19	66%	-2	-6
1d I have the time to do my job well	60	18	23	60%	+8	+2
3e My performance is assessed against clear criteria	51	31	18	51%	-3	-3
3f I have received the training and development I need to do my job well	54	28	18	54%	-9	-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	2022 % favourable	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				79%	+8	+4
1e My job gives me opportunities to use a variety of skills	79	12	9	79%	0	-1
1f I have a choice in deciding how I carry out day to day work tasks	87	7	7	87%	+15	+6
3d In the last 12 months, I have received feedback to help me improve my work	72	17	11	72%	+9	+6
5h My manager communicates how my role contributes to my organisation's purpose	78	15	7	78%	+9	+4

Difference from (percentage point)

+5 or more

+4 to -4

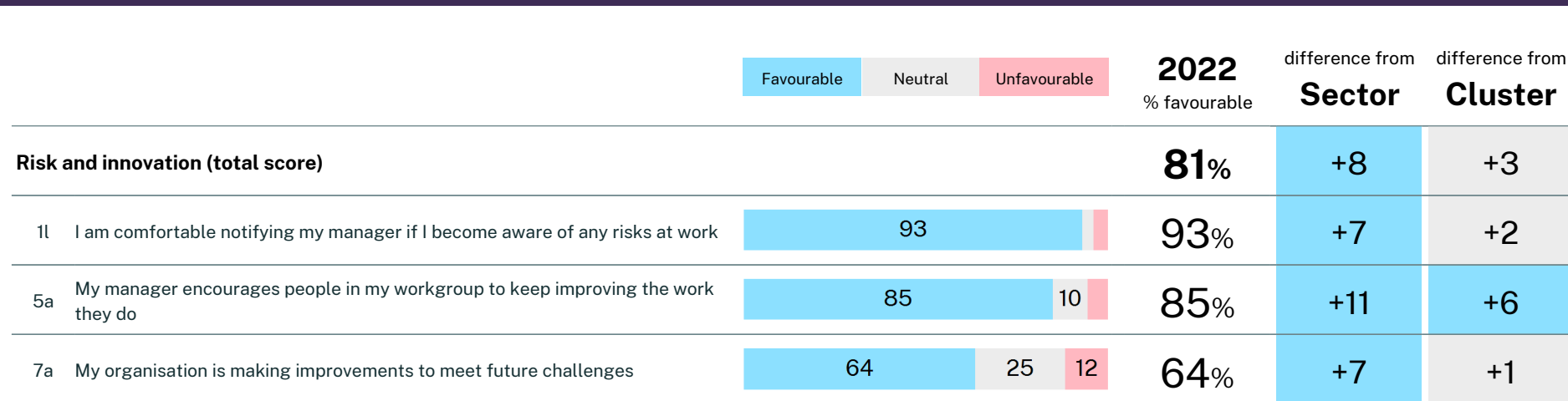
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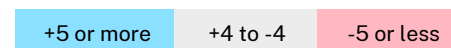
Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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.



Difference from (percentage point)



r = below privacy cut-off



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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Ethics and values (total score)</b>				<b>71%</b>	<b>+2</b>	<b>0</b>
6b Senior managers model the values of my organisation	61	23	17	61%	+7	+4
7p My organisation shows a commitment to ethical behaviours	68	18	14	68%	-2	-4
7q I support my organisation's values	84	13		84%	0	-1

Difference from (percentage point)

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

			<b>2022</b> % favourable	difference from <b>Sector</b>	difference from <b>Cluster</b>
			<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>		
<b>Teamwork and collaboration (total score)</b>			<b>72%</b>	<b>+10</b>	<b>+6</b>
2a	My workgroup works collaboratively to achieve its goals	<div><div>87</div><div>8</div></div>	<b>87%</b>	<b>+8</b>	<b>+3</b>
6c	Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>66</div><div>22</div><div>12</div></div>	<b>66%</b>	<b>+14</b>	<b>+8</b>
7c	There is good co-operation between teams across my organisation	<div><div>62</div><div>22</div><div>16</div></div>	<b>62%</b>	<b>+7</b>	<b>+6</b>

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>				<b>75%</b>	<b>+7</b>	<b>+4</b>
2b People in my workgroup treat each other with respect	90			90%	+10	+3
6f Senior managers support the career advancement of all employees	54	29	17	54%	+10	+10
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	85	9		85%	+7	+3
8b I can speak up and share a different view to others in my organisation	75	16	9	75%	+8	+5
8c I feel that I belong in my organisation	70	19	11	70%	0	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	2022 % favourable	difference from Sector	difference from Cluster
Flexible working (total score)					91%	+28	+11
8e	How satisfied are you with your ability to access and use flexible working arrangements?	898			89%	+29	+12
8f	My manager supports flexible working in my team	93			93%	+28	+11

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		2022 % respondents	difference from Sector	difference from Cluster
Flexible start and finish times	<div></div>	82%	+38	+9
Working more hours over fewer days	<div></div>	15%	+5	0
Working additional hours to make up for time off	<div></div>	30%	+12	+4
Flexible scheduling for rostered workers	<div></div>	6%	-1	-2
Part-time work	<div></div>	8%	-4	-2
Job sharing	<div></div>	2%	-1	0
Working from different locations	<div></div>	38%	+18	+9
Working from home	<div></div>	92%	+44	+17
Purchasing annual leave		r	-	-
Leave without pay	<div></div>	6%	-2	-1
Study leave		r	-	-
Other	<div></div>	3%	0	+1
None of the above	<div></div>	2%	-24	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	60	30	9	60%	+8	+5

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

Difference from (percentage point)

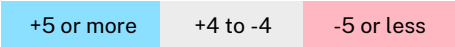
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

			<b>2022</b> % favourable	difference from <b>Sector</b>	difference from <b>Cluster</b>
			<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>		
<b>Health and safety (total score)</b>			<b>76%</b>	<b>+6</b>	<b>+2</b>
7r	I am confident work health and safety issues I raise will be addressed promptly	<div><div>82</div><div>13</div></div>	<b>82%</b>	<b>+7</b>	<b>+2</b>
7s	There are effective resources in my organisation to support employee wellbeing	<div><div>70</div><div>20</div><div>10</div></div>	<b>70%</b>	<b>+6</b>	<b>+3</b>

Difference from (percentage point)



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.

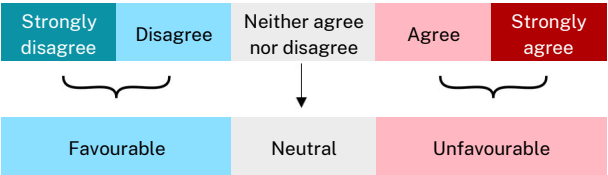
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
1n I feel burned out by my work (disagree)	42	29	29	42%	+8	+2

Note on interpretation:

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

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

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



Difference from (percentage point)

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



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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
Recruitment (total score)				56%	+8	+3
7f My organisation makes fair recruitment and promotion decisions	48	28	24	48%	+4	+2
7g My organisation generally selects capable people to do the job	64	20	16	64%	+11	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>					<b>55%</b>	<b>+1</b>	<b>+4</b>
3f	I have received the training and development I need to do my job well	54	28	18	54%	-9	-4
3g	I am satisfied with the opportunities available for career development in my organisation	55	24	21	55%	+5	+10
7e	My organisation is committed to developing its employees	58	27	15	58%	+6	+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?**












**2022**  
% respondents

difference from  
**Sector**

difference from  
**Cluster**

Yes	45%	+4	+6
No	55%	-4	-6

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

Lack of visible opportunities		23%	-4	-9
Lack of promotion opportunities		26%	-1	-7
Lack of support from my manager / supervisor		8%	-3	-1
Geographic location considerations		15%	-10	-1
Personal / family considerations		23%	-7	+2
Insufficient training and development		12%	-3	-1
Lack of required capabilities or experience		11%	-1	0
Lack of support for temporary assignments / secondments		12%	-3	-1
The application / recruitment process is too cumbersome or time consuming		19%	-4	+2
Other		9%	0	0
There are no major barriers to my career progression		36%	+8	+4

Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
4 I am paid fairly for the work I do	68	19	14	68%	+20	+8

Difference from (percentage point)

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
Recognition (total score)				74%	+14	+7
5f My manager provides recognition for the work I do	83	10		83%	+13	+5
7o I receive adequate recognition for my contributions from my organisation	65	24	11	65%	+16	+9

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	2022 % favourable	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>				<b>60%</b>	<b>+5</b>	<b>+3</b>
3d In the last 12 months, I have received feedback to help me improve my work	72	17	11	72%	+9	+6
3e My performance is assessed against clear criteria	51	31	18	51%	-3	-3
5g My manager appropriately deals with employees who perform poorly	57	33	9	57%	+9	+7

	2022 % respondents	difference from Sector	difference from Cluster
<b>Performance management process</b>			
3a I have a performance and development plan that sets out my individual goals	69%	-3	-4
3b I have informal feedback conversations with my manager	87%	+8	+3
3c I have scheduled feedback conversations with my manager	73%	+10	+3

Difference from (percentage point)

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

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
<b>Senior managers (total score)</b>					<b>61%</b>	<b>+9</b>	<b>+6</b>
6a	Senior managers provide clear direction for the future of the organisation	54	25	20	54%	+4	0
6b	Senior managers model the values of my organisation	61	23	17	61%	+7	+4
6c	Senior managers promote collaboration between my organisation and other organisations we work with	66	22	12	66%	+14	+8
6d	Senior managers communicate the importance of customers in our work	71	20	10	71%	+6	+3
6e	Senior managers listen to employees	59	26	15	59%	+15	+9
6f	Senior managers support the career advancement of all employees	54	29	17	54%	+10	+10

Difference from (percentage point)

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

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
Decision making and accountability (total score)				72%	+12	+6
5e I have confidence in the decisions my manager makes	83	11	7	83%	+11	+5
7d People in my organisation take responsibility for their own actions	61	26	13	61%	+13	+8

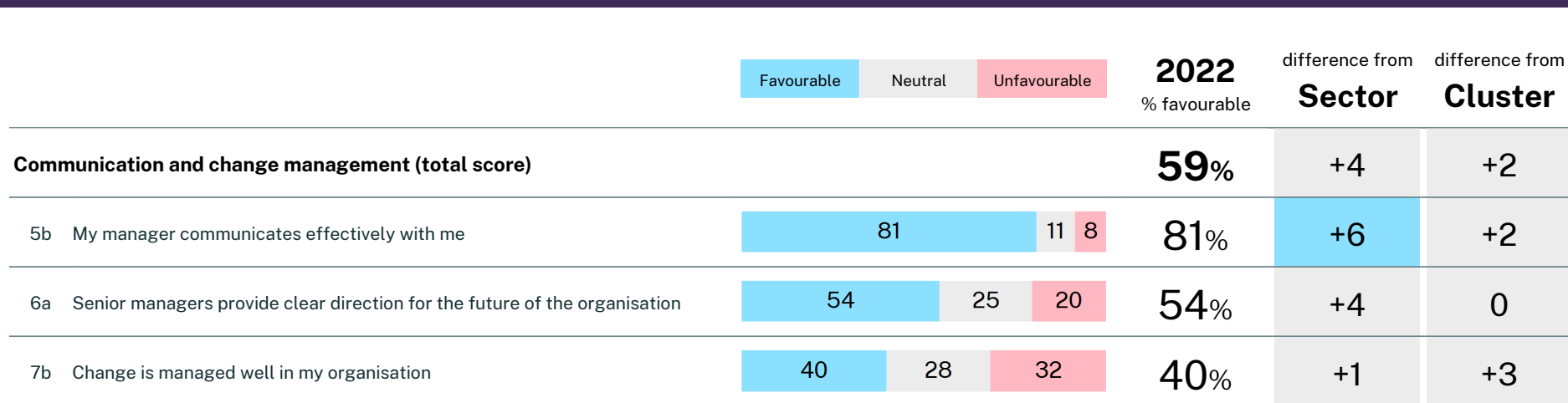
Difference from (percentage point)

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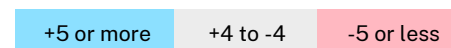
r = below privacy cut-off



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?



Difference from (percentage point)



r = below privacy cut-off

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

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>Sector</div>	<div>difference from</div> <div>Cluster</div>
Employee voice (total score)				76%	+11	+6
5c My manager encourages and values employee input	86	8		86%	+11	+4
5d My manager involves my workgroup in decisions about our work	82	11	7	82%	+12	+5
6e Senior managers listen to employees	59	26	15	59%	+15	+9
8b I can speak up and share a different view to others in my organisation	75	16	9	75%	+8	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from Sector	difference from Cluster
9 I am confident my organisation will act on the results of this survey	58	25	17	58%	+15	+6

Difference from (percentage point)

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

# Negative workplace behaviours

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

In the last 12 months, have you...		2022 % respondents	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation	<div></div>	11%	-4	-1
witnessed bullying	<div></div>	10%	-11	-6
experienced bullying	<div></div>	8%	-6	-2
witnessed sexual harassment		r	-	-
experienced sexual harassment		r	-	-
experienced threats or physical harm		r	-	-
experienced discrimination	<div></div>	5%	-5	-2
experienced racism		r	-	-

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

## 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	48	Yes	5	Service delivery involving direct contact with the public	9
Man	34	No	86		
Non-binary	r	Prefer not to say	9		
Use a different term	r				
Prefer not to say	r	<b>LGBTIQ+</b>		Administrative support	7
				Corporate services	12
		Yes	9	Policy	9
<b>Age</b>		No	78	Research	6
15-34 years	24	Prefer not to say	13	Program and project management support	32
35-54 years	44			Legal	2
55+ years	8	<b>LOTE spoken at home</b>		Other	20
Prefer not to say	25	Yes	23		
		No	67	<b>Organisation tenure</b>	
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	10	Less than 1 year	39
Yes	r			1 year to less than 2 years	19
No	90	<b>Working arrangement</b>		2 years to less than 5 years	19
Prefer not to say	r	Full-time	93	5 years to less than 10 years	15
		Part-time	7	10 years to less than 20 years	5
<b>Cultural background</b>				More than 20 years	2
Oceanian	70	<b>Employment status</b>			
North-West European	16	Senior executive	10	<b>Salary</b>	
Southern and Eastern European	8	Ongoing / permanent	75	\$87,492 and below	9
North African and Middle Eastern	r	Temporary	6	\$87,493 - \$113,342	28
South-East Asian	3	Casual	r	\$113,343 - \$151,608	32
North-East Asian	6	Contract-non-executive	5	\$151,609 and above	13
Southern and Central Asian	10	Labour hire	2	Prefer not to say	17
Peoples of the Americas	2	Other	r		
Sub-Saharan African	r	Don't know	r		


Note, the cultural background question is multi-select, so results may not sum to 100%.


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## Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Commercial Transactions	Create NSW	Engagement, Operations and Governance	Hospitality and Racing	Investment NSW	Office of the Group Deputy Secretary Arts, Sport and Tourism	Secretary's Office
Employee engagement	65	67	67	66	70	58	r	61
Wellbeing	63%	70%	54%	66%	68%	60%	65%	46%
Role clarity and support	63%	67%	50%	64%	67%	63%	65%	67%
Inclusion and diversity	75%	81%	74%	76%	81%	68%	r	82%
Teamwork and collaboration	72%	75%	76%	72%	76%	66%	r	69%
Learning and development	55%	66%	46%	58%	65%	48%	r	68%
Senior managers	61%	68%	68%	57%	69%	51%	65%	65%
Communication and change management	59%	60%	55%	60%	66%	52%	r	57%
Employee voice	76%	75%	78%	78%	79%	70%	r	73%

 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	65	68	69	r	r	60	68	68	67	69	71
Wellbeing	63%	65%	68%	r	r	48%	65%	63%	67%	68%	70%
Role clarity and support	63%	63%	69%	r	r	48%	63%	70%	67%	65%	70%
Inclusion and diversity	75%	78%	81%	r	r	65%	76%	78%	79%	80%	79%
Teamwork and collaboration	72%	73%	78%	r	r	56%	68%	73%	74%	75%	79%
Learning and development	55%	57%	65%	r	r	47%	58%	57%	63%	60%	60%
Senior managers	61%	65%	68%	r	r	51%	61%	62%	67%	67%	65%
Communication and change management	59%	60%	66%	r	r	46%	58%	61%	62%	64%	63%
Employee voice	76%	78%	83%	r	r	73%	77%	76%	80%	80%	81%

 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	65	70	65	66	65	66	62	67	82	61
Wellbeing	63%	61%	67%	62%	62%	70%	66%	61%	95%	61%
Role clarity and support	63%	63%	70%	69%	63%	71%	55%	60%	61%	63%
Inclusion and diversity	75%	77%	73%	76%	76%	79%	70%	75%	95%	74%
Teamwork and collaboration	72%	69%	65%	71%	72%	82%	70%	71%	97%	69%
Learning and development	55%	56%	58%	63%	56%	60%	48%	55%	67%	55%
Senior managers	61%	56%	56%	61%	58%	74%	58%	62%	88%	59%
Communication and change management	59%	58%	57%	60%	58%	67%	54%	57%	88%	57%
Employee voice	76%	75%	77%	77%	76%	85%	72%	76%	95%	72%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	65	69	65	61	65	68	74
Wellbeing	63%	70%	60%	56%	56%	63%	59%
Role clarity and support	63%	66%	65%	53%	62%	69%	79%
Inclusion and diversity	75%	78%	79%	69%	74%	72%	91%
Teamwork and collaboration	72%	75%	74%	66%	70%	70%	77%
Learning and development	55%	58%	61%	48%	54%	59%	75%
Senior managers	61%	67%	63%	57%	59%	58%	72%
Communication and change management	59%	63%	58%	53%	60%	59%	71%
Employee voice	76%	79%	78%	71%	75%	73%	89%

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	65	66	72	r	r	59	r	r	r
Wellbeing	63%	63%	69%	r	r	65%	r	r	r
Role clarity and support	63%	63%	70%	r	r	66%	r	r	r
Inclusion and diversity	75%	75%	84%	r	r	68%	r	r	r
Teamwork and collaboration	72%	74%	78%	r	r	58%	r	r	r
Learning and development	55%	55%	69%	r	r	58%	r	r	r
Senior managers	61%	64%	74%	r	r	58%	r	r	r
Communication and change management	59%	58%	70%	r	r	59%	r	r	r
Employee voice	76%	78%	82%	r	r	76%	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	65	r	r	r	r	r	r	r	r	56
Wellbeing	63%	r	r	r	r	r	r	r	r	50%
Role clarity and support	63%	r	r	r	r	r	r	r	r	51%
Inclusion and diversity	75%	r	r	r	r	r	r	r	r	66%
Teamwork and collaboration	72%	r	r	r	r	r	r	r	r	57%
Learning and development	55%	r	r	r	r	r	r	r	r	26%
Senior managers	61%	r	r	r	r	r	r	r	r	43%
Communication and change management	59%	r	r	r	r	r	r	r	r	48%
Employee voice	76%	r	r	r	r	r	r	r	r	66%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## Additional information about the survey

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

## Survey model

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

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

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

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

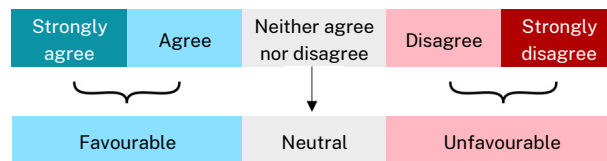


### Privacy

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

### % favourable calculation

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

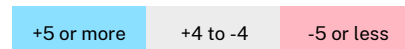


% favourable scores are colour coded based on these ranges:



### Difference scores

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



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

### Burnout (disagree) question

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

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

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

### Rounding

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

### Employee engagement score calculation

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

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

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

### Key driver analysis




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

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

## Action planning

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

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

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

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