

# People Matter

NSW Public Sector  
Employee Survey 2022

## Agency Report

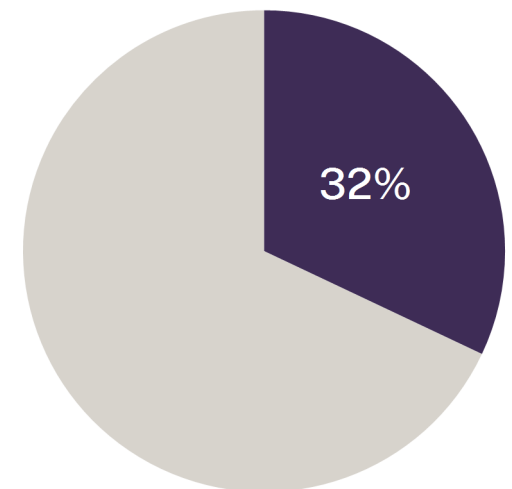
## Illawarra Shoalhaven Local Health District

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

**Completed surveys:** 2,399

**Response rate:** 32%

Response rate:



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

### NSW public sector

- Health
  - Illawarra Shoalhaven Local Health District

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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	difference from 2021
Role clarity and support	1a	I understand what is expected of me to do well in my job	86%	0
Ethics and values	7q	I support my organisation's values	84%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	83%	+3
Customer service	2d	My workgroup considers customer needs when planning our work	80%	+5
Customer service	2c	People in my workgroup can explain how their work impacts customers	79%	+5

### - Questions with the lowest favourable scores

			2022 % favourable	difference from 2021
Burnout (disagree)	1n	I feel burned out by my work (disagree)	29%	-
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	29%	-
Action on survey results	9	I am confident my organisation will act on the results of this survey	31%	-1
Employee voice / Senior managers	6e	Senior managers listen to employees	32%	0
Communication and change management	7b	Change is managed well in my organisation	34%	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Most and least improved questions

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

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

### + Most improved questions

			2022 % favourable	difference from 2021
Decision making and accountability	5e	I have confidence in the decisions my manager makes	67%	+9
Employee voice	5d	My manager involves my workgroup in decisions about our work	65%	+9
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	63%	+8
Flexible working	8f	My manager supports flexible working in my team	62%	+7
Communication and change management	5b	My manager communicates effectively with me	71%	+7

### - Least improved questions

			2022 % favourable	difference from 2021
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	48%	-10
Pay	4	I am paid fairly for the work I do	37%	-9
Health and safety	7s	There are effective resources in my organisation to support employee wellbeing	51%	-8
Wellbeing	1m	In general, my sense of wellbeing is..	53%	-6
Job satisfaction	1g	My job gives me a feeling of personal accomplishment	66%	-5

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
Learning and development	7e	My organisation is committed to developing its employees	40%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	41%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	48%	Improve
Communication and change management	7b	Change is managed well in my organisation	34%	Improve
Role clarity and support	1b	I get the support I need to do my job well	56%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	61%	Improve

r = below privacy cut-off



## Results by topic

Discover more about your results

## Employee engagement

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>59</b>	-1	-6	-3
7j I would recommend my organisation as a great place to work	52	25	23	52%	-2	-10	-5
7k I am proud to tell others I work for my organisation	62	25	14	62%	-2	-8	-6
7l I feel a strong personal attachment to my organisation	50	29	21	50%	-4	-10	-7
7m My organisation motivates me to help it achieve its goals	45	30	25	45%	+1	-9	-5
7n My organisation inspires me to do the best in my job	45	31	24	45%	-1	-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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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?

		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Less than 1 year		10%	+1	+2	+1
1 year to less than 2 years		10%	+2	+1	+1
2 years to less than 5 years		19%	-2	-1	0
5 years to less than 10 years		24%	-1	-1	-1
10 years to less than 20 years		22%	-2	0	-1
More than 20 years		15%	+1	-1	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Job satisfaction

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>					<b>63%</b>	-3	-6	-4
1g	My job gives me a feeling of personal accomplishment	66	17	17	66%	-5	-6	-5
1h	I feel motivated to contribute more than what is normally required at work	61	18	21	61%	-1	-5	-2
1i	I am satisfied with my job	60	18	22	60%	-1	-6	-4

### 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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Wellbeing (total score)					52%	-5	-6	-4
1j	I can keep my work stress at an acceptable level			<div><div>52</div><div>20</div><div>29</div></div>	52%	-4	-7	-5
1m	In general, my sense of wellbeing is...			<div><div>53</div><div>33</div><div>15</div></div>	53%	-6	-6	-3

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>					<b>63%</b>	-1	-7	-4
1k	I am empowered to make the decisions needed to help customers and/or communities	67	18	15	67%	+1	-2	-3
2c	People in my workgroup can explain how their work impacts customers	79	15		79%	+5	-2	-1
2d	My workgroup considers customer needs when planning our work	80	12	8	80%	+5	-2	-1
6d	Senior managers communicate the importance of customers in our work	51	28	20	51%	-4	-13	-5
7h	The processes in my organisation are designed to support the best experience for customers	50	29	20	50%	-3	-6	-7
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	48	29	23	48%	-10	-16	-11

Difference from (percentage point)

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

## Role clarity and support

### Purpose and direction

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

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	difference from Cluster
<b>Role clarity and support (total score)</b>				<b>62%</b>	0	-2	-2
1a I understand what is expected of me to do well in my job	86	8		86%	0	+1	0
1b I get the support I need to do my job well	56	18	26	56%	+2	-6	-3
1c I have the tools and technology to do my job well	64	15	20	64%	+2	-4	-2
1d I have the time to do my job well	45	20	36	45%	-4	-7	-5
3e My performance is assessed against clear criteria	55	27	18	55%	0	0	-1
3f I have received the training and development I need to do my job well	65	18	17	65%	+3	+2	-1

#### Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	difference from Cluster
Job purpose and enrichment (total score)					67%	+4	-4	-1
1e	My job gives me opportunities to use a variety of skills	78 12 10			78%	+2	-1	0
1f	I have a choice in deciding how I carry out day to day work tasks	66 18 16			66%	0	-5	-1
3d	In the last 12 months, I have received feedback to help me improve my work	59 21 20			59%	+5	-4	-1
5h	My manager communicates how my role contributes to my organisation's purpose	63 19 18			63%	+8	-5	-1

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. 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	difference from Cluster
Risk and innovation (total score)					67%	+2	-6	-2
1l	I am comfortable notifying my manager if I become aware of any risks at work	83			83%	+3	-3	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	68			68%	+6	-6	-1
7a	My organisation is making improvements to meet future challenges	48			48%	-4	-9	-4

Difference from (percentage point)

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

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Ethics and values (total score)					62%	-	-8	-3
6b	Senior managers model the values of my organisation			<div><div>40</div><div>33</div><div>27</div></div>	40%	-2	-14	-5
7p	My organisation shows a commitment to ethical behaviours			<div><div>61</div><div>24</div><div>14</div></div>	61%	-	-9	-4
7q	I support my organisation's values			<div><div>84</div><div>12</div><div></div></div>	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.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)				54%	+2	-8	-4
2a My workgroup works collaboratively to achieve its goals	74	14	12	74%	+5	-5	-2
6c Senior managers promote collaboration between my organisation and other organisations we work with	39	37	23	39%	-2	-12	-5
7c There is good co-operation between teams across my organisation	48	26	25	48%	+2	-6	-4

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 2021	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>					<b>62%</b>	-	-6	-3
2b	People in my workgroup treat each other with respect	74	13	13	74%	+5	-7	-2
6f	Senior managers support the career advancement of all employees	29	39	32	29%	-	-14	-7
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	76	16	8	76%	+1	-2	0
8b	I can speak up and share a different view to others in my organisation	62	20	18	62%	+1	-5	-2
8c	I feel that I belong in my organisation	66	20	14	66%	+4	-4	-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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Flexible working (total score)					59%	+7	-4	+4
8e	How satisfied are you with your ability to access and use flexible working arrangements?			<div><div>56</div><div>26</div><div>18</div></div>	56%	+7	-5	+3
8f	My manager supports flexible working in my team			<div><div>62</div><div>22</div><div>16</div></div>	62%	+7	-3	+4

Difference from (percentage point)
















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 2021	difference from Sector	difference from Cluster
Flexible start and finish times		35%	+8	-9	+2
Working more hours over fewer days		8%	+2	-2	0
Working additional hours to make up for time off		16%	+3	-2	+1
Flexible scheduling for rostered workers		9%	+1	+2	-1
Part-time work		23%	-1	+11	+5
Job sharing		5%	0	+2	+1
Working from different locations		17%	+4	-2	+4
Working from home		36%	+11	-11	+7
Purchasing annual leave		2%	0	0	0
Leave without pay		10%	+2	+2	+1
Study leave		6%	0	+2	-3
Other		3%	-1	0	0
None of the above		28%	-5	+2	-3

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 2021	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	44	31	24	44%	-	-8	-4

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

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Health and safety (total score)					60%	-2	-10	-5
7r	I am confident work health and safety issues I raise will be addressed promptly	681616			68%	+3	-7	-2
7s	There are effective resources in my organisation to support employee wellbeing	512424			51%	-8	-13	-7

Difference from (percentage point)

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



Burnout is typically characterised by ongoing feelings of:

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

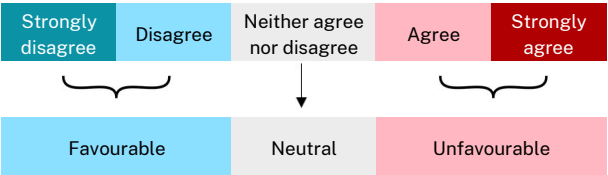
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
1n I feel burned out by my work (disagree)	29	26	45	29%	-	-5	-1

**Note on interpretation:**

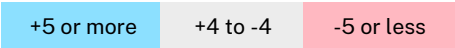
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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)**



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Recruitment (total score)</b>					<b>46%</b>	-	-3	-2
7f	My organisation makes fair recruitment and promotion decisions	41	31	28	41%	-	-3	-2
7g	My organisation generally selects capable people to do the job	50	26	23	50%	+4	-2	-1

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>					<b>50%</b>	<b>+1</b>	<b>-5</b>	<b>-4</b>
3f	I have received the training and development I need to do my job well	65	18	17	65%	+3	+2	-1
3g	I am satisfied with the opportunities available for career development in my organisation	43	26	31	43%	+1	-7	-5
7e	My organisation is committed to developing its employees	40	32	28	40%	-1	-12	-7

Difference from (percentage point)

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












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

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

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

	<b>2022</b> % respondents	difference from <b>2021</b>	difference from <b>Sector</b>	difference from <b>Cluster</b>
Yes	<b>43%</b>	0	+2	0
No	<b>57%</b>	0	-2	0

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

Lack of visible opportunities		<b>29%</b>	-3	+2	+2
Lack of promotion opportunities		<b>28%</b>	+2	+1	+2
Lack of support from my manager / supervisor		<b>13%</b>	-3	+1	0
Geographic location considerations		<b>24%</b>	-1	0	0
Personal / family considerations		<b>35%</b>	+3	+4	+3
Insufficient training and development		<b>14%</b>	+1	-1	-1
Lack of required capabilities or experience		<b>10%</b>	+2	-2	-1
Lack of support for temporary assignments / secondments		<b>17%</b>	0	+3	+2
The application / recruitment process is too cumbersome or time consuming		<b>19%</b>	0	-3	+1
Other		<b>9%</b>	-2	-1	-1
There are no major barriers to my career progression		<b>25%</b>	+1	-3	-2

**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 2021	difference from Sector	difference from Cluster
4 I am paid fairly for the work I do	37	19	44	37%	-9	-10	-2

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 2021	difference from Sector	difference from Cluster
Recognition (total score)					52%	+4	-8	-2
5f	My manager provides recognition for the work I do	64	17	20	64%	+5	-7	-1
7o	I receive adequate recognition for my contributions from my organisation	41	28	31	41%	+3	-9	-4

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>					<b>51%</b>	<b>+2</b>	<b>-4</b>	<b>-2</b>
3d	In the last 12 months, I have received feedback to help me improve my work	59	21	20	59%	+5	-4	-1
3e	My performance is assessed against clear criteria	55	27	18	55%	0	0	-1
5g	My manager appropriately deals with employees who perform poorly	40	33	27	40%	+2	-8	-5

			2022 % respondents	difference from 2021	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		77%	-3	+5	+3
3b	I have informal feedback conversations with my manager		74%	+2	-5	-1
3c	I have scheduled feedback conversations with my manager		58%	+1	-5	-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 2021	difference from Sector	difference from Cluster
<b>Senior managers (total score)</b>					<b>38%</b>	-	-13	-5
6a	Senior managers provide clear direction for the future of the organisation	39	31	31	39%	-3	-11	-4
6b	Senior managers model the values of my organisation	40	33	27	40%	-2	-14	-5
6c	Senior managers promote collaboration between my organisation and other organisations we work with	39	37	23	39%	-2	-12	-5
6d	Senior managers communicate the importance of customers in our work	51	28	20	51%	-4	-13	-5
6e	Senior managers listen to employees	32	32	36	32%	0	-13	-5
6f	Senior managers support the career advancement of all employees	29	39	32	29%	-	-14	-7

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 2021	difference from Sector	difference from Cluster	
Decision making and accountability (total score)											
				67		18	15	67%	+5	-6	-2
5e	I have confidence in the decisions my manager makes			67		18	15	67%	+9	-4	+1
7d	People in my organisation take responsibility for their own actions			41		32	26	41%	+2	-7	-5

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Communication and change management (total score)</b>					<b>48%</b>	<b>+1</b>	<b>-6</b>	<b>-3</b>
5b	My manager communicates effectively with me	71	13	16	71%	+7	-3	+1
6a	Senior managers provide clear direction for the future of the organisation	39	31	31	39%	-3	-11	-4
7b	Change is managed well in my organisation	34	33	33	34%	+1	-5	-5

Difference from (percentage point)

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

Ensuring employees feel like they can 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	difference from Cluster
<b>Employee voice (total score)</b>					<b>57%</b>	<b>+4</b>	<b>-7</b>	<b>-2</b>
5c	My manager encourages and values employee input	70	16	15	70%	+6	-5	0
5d	My manager involves my workgroup in decisions about our work	65	17	18	65%	+9	-5	0
6e	Senior managers listen to employees	32	32	36	32%	0	-13	-5
8b	I can speak up and share a different view to others in my organisation	62	20	18	62%	+1	-5	-2

Difference from (percentage point)

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

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	31	29	40	31%	-1	-13	-8

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 2021	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation	<div></div>	20%	-7	+5	+2
witnessed bullying	<div></div>	33%	-6	+12	+6
experienced bullying	<div></div>	21%	-4	+7	+4
witnessed sexual harassment	<div></div>	5%	0	+2	+1
experienced sexual harassment	<div></div>	9%	0	+4	+2
experienced threats or physical harm	<div></div>	15%	-4	+7	+3
experienced discrimination	<div></div>	11%	-2	+1	-1
experienced racism	<div></div>	5%	-1	0	-1

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)



r = below privacy cut-off

## Health questions






	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Cluster
I believe I am valued for what I can offer at my workplace	61	17	22	61%	-1	-4
In my workplace, we recognise our successes and innovations	59	21	20	59%	+2	-3
Overall, I have confidence in the decisions made by my senior managers	49	24	28	49%	+2	-4
I have a say in decisions which affect my work	49	22	28	49%	+3	-2
Where I work, we share the lessons learnt when mistakes are made	65	19	15	65%	+7	-2
My team's objectives/work plans are clearly outlined	64	21	15	64%	+3	-2
Our objectives/work plans help us to deliver a quality service	63	24	13	63%	+2	-5
There is good team spirit in my workgroup	62	16	22	62%	0	-4
Overall, I believe the culture at my workplace has improved in the last 12 months	34	32	34	34%	-1	-7

Difference from (percentage point)

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

## Health questions

How often do you feel culturally safe in the workplace?		2022 % respondents	difference from 2021	difference from Cluster
Always		51%	+4	+3
Often		31%	-1	-2
About half the time		11%	-2	-1
Seldom		5%	-1	0
Never		2%	-1	0

Difference from (percentage point)











+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Health questions

Which of the following best describes your current role? (grouped)		2022 % respondents	difference from 2021	difference from Cluster
Medical		4%	0	-1
Nursing and Midwifery		38%	-3	+6
Clinical Support Workers		5%	0	+1
Corporate Support		15%	+9	0
Allied Health		16%	-1	+3
Other Health Professionals		2%	0	0
Scientific and Technical		3%	+2	-2
Oral Health		r	-	-
Ambulance		r	-	-
Health Manager		3%	-4	-1
Patient Support Services		3%	+1	-4
Maintenance and Trades		r	-	-
Other		9%	-3	0

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	76	Yes	5	Service delivery involving direct contact with the public	62
Man	16	No	92	Other service delivery work	6
Non-binary	r	Prefer not to say	3	Administrative support	12
Use a different term	r			Corporate services	7
Prefer not to say	7	<b>LGBTIQ+</b>		Policy	r
		Yes	5	Research	r
<b>Age</b>		No	88	Program and project management support	3
15-34 years	22	Prefer not to say	7	Legal	r
35-54 years	46			Other	10
55+ years	18	<b>LOTE spoken at home</b>			
Prefer not to say	14	Yes	12	<b>Organisation tenure</b>	
		No	85	Less than 1 year	11
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	3	1 year to less than 2 years	8
Yes	3			2 years to less than 5 years	21
No	93	<b>Working arrangement</b>		5 years to less than 10 years	22
Prefer not to say	4	Full-time	60	10 years to less than 20 years	24
		Part-time	40	More than 20 years	14
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	83	Senior executive	r	\$87,492 and below	45
North-West European	15	Ongoing / permanent	79	\$87,493 - \$113,342	25
Southern and Eastern European	7	Temporary	6	\$113,343 - \$151,608	13
North African and Middle Eastern	1	Casual	6	\$151,609 and above	4
South-East Asian	2	Contract-non-executive	4	Prefer not to say	13
North-East Asian	1	Labour hire	r		
Southern and Central Asian	3	Other	r		
Peoples of the Americas	2	Don't know	3		
Sub-Saharan African	1				

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	Aged & Palliative Care Services (non Hub based)	Ambulatory and Primary Health Care	Bulli Hospital	Chief Information Officer Directorate	Child and Family Services (non Hub based)	Clinical Operations (other)	Coledale Hospital	David Berry Hospital	District Nursing & Midwifery/CGU/IMACS	Drug and Alcohol Service	Executive Services	Finance Directorate	Integrated Care, Planning & Performance
Employee engagement	59	63	68	65	66	67	74	61	54	63	68	70	58	71
Wellbeing	52%	59%	66%	69%	71%	59%	77%	56%	43%	47%	59%	55%	61%	59%
Role clarity and support	62%	69%	68%	78%	75%	65%	83%	55%	60%	67%	70%	77%	61%	71%
Inclusion and diversity	62%	68%	65%	66%	70%	70%	84%	62%	59%	64%	71%	69%	59%	76%
Teamwork and collaboration	54%	62%	65%	66%	63%	68%	78%	56%	44%	67%	65%	73%	52%	75%
Learning and development	50%	63%	54%	71%	46%	54%	71%	55%	42%	52%	57%	55%	40%	62%
Senior managers	38%	41%	46%	49%	55%	60%	79%	53%	25%	59%	42%	65%	38%	54%
Communication and change management	48%	54%	54%	62%	65%	61%	74%	56%	33%	61%	52%	60%	43%	59%
Employee voice	57%	59%	61%	63%	69%	65%	85%	54%	46%	78%	65%	74%	63%	74%

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 child unit(continued)

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	Medical Imaging	Mental Health Services	Milton Ulladulla Hospital	Oral Health Service	Port Kembla Hospital	Shellharbour Hospital	Shoalhaven Hospital	Strategic Improvement Programs	Wollongong Hospital
Employee engagement	59	51	57	58	74	64	48	55	66	53
Wellbeing	52%	44%	50%	46%	70%	61%	44%	48%	65%	44%
Role clarity and support	62%	51%	59%	54%	82%	65%	49%	58%	73%	58%
Inclusion and diversity	62%	53%	61%	63%	76%	66%	50%	59%	73%	56%
Teamwork and collaboration	54%	41%	53%	50%	73%	54%	41%	49%	64%	49%
Learning and development	50%	40%	50%	41%	61%	56%	36%	46%	58%	46%
Senior managers	38%	28%	37%	39%	60%	38%	27%	28%	52%	32%
Communication and change management	48%	37%	45%	50%	67%	55%	32%	42%	61%	44%
Employee voice	57%	45%	57%	57%	70%	65%	42%	54%	76%	50%

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	59	60	59	r	57	57	54	62	59	60	63
Wellbeing	52%	54%	55%	r	58%	41%	45%	56%	50%	54%	62%
Role clarity and support	62%	64%	63%	r	59%	59%	56%	66%	62%	63%	69%
Inclusion and diversity	62%	64%	64%	r	61%	52%	60%	61%	65%	63%	66%
Teamwork and collaboration	54%	56%	56%	r	55%	49%	49%	57%	56%	55%	59%
Learning and development	50%	51%	52%	r	52%	42%	44%	52%	53%	50%	55%
Senior managers	38%	40%	42%	r	46%	31%	30%	42%	37%	42%	43%
Communication and change management	48%	51%	49%	r	55%	42%	38%	53%	49%	51%	51%
Employee voice	57%	59%	61%	r	58%	52%	53%	57%	60%	61%	61%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## Selected key topic results by 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	59	56	58	66	65	r	r	68	r	60
Wellbeing	52%	47%	54%	66%	59%	r	r	77%	r	56%
Role clarity and support	62%	58%	62%	73%	69%	r	r	74%	r	65%
Inclusion and diversity	62%	61%	52%	69%	72%	r	r	69%	r	59%
Teamwork and collaboration	54%	52%	50%	64%	66%	r	r	62%	r	54%
Learning and development	50%	49%	46%	54%	56%	r	r	52%	r	51%
Senior managers	38%	35%	42%	50%	55%	r	r	48%	r	46%
Communication and change management	48%	45%	50%	59%	57%	r	r	60%	r	53%
Employee voice	57%	55%	55%	65%	74%	r	r	75%	r	57%

 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	59	69	62	59	55	56	60
Wellbeing	52%	65%	62%	52%	46%	49%	57%
Role clarity and support	62%	69%	66%	62%	56%	62%	66%
Inclusion and diversity	62%	74%	66%	63%	57%	61%	63%
Teamwork and collaboration	54%	67%	54%	53%	49%	54%	56%
Learning and development	50%	62%	54%	49%	44%	48%	52%
Senior managers	38%	54%	40%	37%	34%	38%	40%
Communication and change management	48%	62%	54%	48%	45%	46%	48%
Employee voice	57%	71%	62%	58%	54%	56%	58%

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	59	r	r	r	r	r	r	r	r
Wellbeing	52%	r	r	r	r	r	r	r	r
Role clarity and support	62%	r	r	r	r	r	r	r	r
Inclusion and diversity	62%	r	r	r	r	r	r	r	r
Teamwork and collaboration	54%	r	r	r	r	r	r	r	r
Learning and development	50%	r	r	r	r	r	r	r	r
Senior managers	38%	r	r	r	r	r	r	r	r
Communication and change management	48%	r	r	r	r	r	r	r	r
Employee voice	57%	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



## 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	59	59	r	r	r	r	r	r	59	r
Wellbeing	52%	53%	r	r	r	r	r	r	52%	r
Role clarity and support	62%	63%	r	r	r	r	r	r	61%	r
Inclusion and diversity	62%	63%	r	r	r	r	r	r	63%	r
Teamwork and collaboration	54%	55%	r	r	r	r	r	r	53%	r
Learning and development	50%	50%	r	r	r	r	r	r	50%	r
Senior managers	38%	41%	r	r	r	r	r	r	36%	r
Communication and change management	48%	50%	r	r	r	r	r	r	46%	r
Employee voice	57%	59%	r	r	r	r	r	r	57%	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 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.

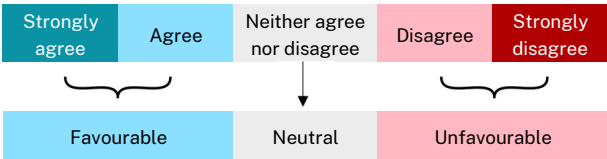


Privacy

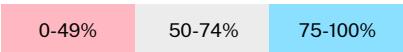
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% 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.				