People Matter

NSW Public Sector Employee Survey 2022

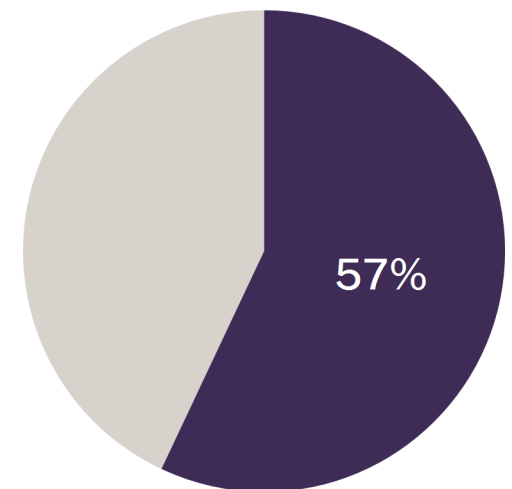**Cluster Report**

Stronger Communities

Survey period: 22 August to 16 September 2022

Completed surveys: 31,802

Response rate: 57%

Response rate:

57%

Contents

People
Matter

High level results
Discover key results and patterns

People Matter

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
61%
2021   -3 (64%)

Job purpose and enrichment
67%
2021   -1 (68%)

Risk and innovation
68% ✳️
2021   -3 (71%)

Ethics and values
67% ✳️
2021   -

Work environment

Teamwork and collaboration
59%
2021   -2 (62%)

Inclusion and diversity
64%
2021   -

Flexible working
60%
2021   -4 (65%)

Grievance handling
46%
2021   -

Health and safety
65%
2021   -3 (68%)

Burnout (disagree)
37% ❗
2021   -

Enabling practices

Recruitment
38% ❗
2021   -

Learning and development
49%
2021   -1 (51%)

Pay
54%
2021   -12 (66%)

Recognition
56%
2021   -2 (58%)

Feedback and performance management
51%
2021   -2 (53%)

Leadership

Senior managers
48%
2021   -

Decision making and accountability
54%
2021   -1 (55%)

Communication and change management
50%
2021   -3 (53%)

Employee voice
60%
2021   -2 (63%)

Action on survey results
36% ❗
2021   -3 (39%)

Outcomes

Employee engagement
62
2021   -2 (64)

Job satisfaction
67% ✳️
2021   -3 (70%)

Wellbeing
59%
2021   -4 (63%)

Customer service
66%
2021   -3 (69%)

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
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%	-2
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-1
Customer service	2d	My workgroup considers customer needs when planning our work	77%	-1
Inclusion and diversity	2b	People in my workgroup treat each other with respect	77%	-2

⊖ Questions with the lowest favourable scores

			2022 % favourable	difference from 2021
Communication and change management	7b	Change is managed well in my organisation	32%	-3
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	34%	-
Action on survey results	9	I am confident my organisation will act on the results of this survey	36%	-3
Burnout (disagree)	1n	I feel burned out by my work (disagree)	37%	-
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	38%	-1

Difference from (percentage point)

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

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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?

-5

-5

-5

➕ Most improved questions

			2022 % favourable	difference from 2021
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	64%	0
Customer service	2c	People in my workgroup can explain how their work impacts customers	77%	0
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	45%	0
Inclusion and diversity	8c	I feel that I belong in my organisation	66%	-1
Customer service	2d	My workgroup considers customer needs when planning our work	77%	-1

➖ Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	54%	-12
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	61%	-5
Employee engagement	7n	My organisation inspires me to do the best in my job	50%	-5
Employee engagement	7m	My organisation motivates me to help it achieve its goals	50%	-5
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	51%	-5

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	45%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	44%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	50%	Improve
Role clarity and support	1b	I get the support I need to do my job well	59%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	66%	Maintain
Employee voice / Senior managers	6e	Senior managers listen to employees	40%	Improve

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Results by topic
Discover more about your results

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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)*				**62**	-2	-2
7j I would recommend my organisation as a great place to work	58	23	19	58%	-4	-4
7k I am proud to tell others I work for my organisation	67	20	13	67%	-3	-2
7l I feel a strong personal attachment to my organisation	59	24	17	59%	-4	-1
7m My organisation motivates me to help it achieve its goals	50	28	23	50%	-5	-4
7n My organisation inspires me to do the best in my job	50	28	22	50%	-5	-5

*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%	+1	-1
1 year to less than 2 years	7%	0	-2
2 years to less than 5 years	16%	-1	-4
5 years to less than 10 years	24%	0	-1
10 years to less than 20 years	26%	-2	+3
More than 20 years	20%	+1	+5

Difference from (percentage point)

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

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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)					**67**%	-3	-1
1g	My job gives me a feeling of personal accomplishment	70	16	14	**70**%	-3	-2
1h	I feel motivated to contribute more than what is normally required at work	64	17	19	**64**%	-4	-2
1i	I am satisfied with my job	67	18	15	**67**%	-3	0

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)				**59**%	-4	+1
1j I can keep my work stress at an acceptable level	60	20	21	60%	-4	+1
1m In general, my sense of wellbeing is…	59	30	11	59%	-5	+1

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)				**66%**	-3	-4
1k	I am empowered to make the decisions needed to help customers and/or communities	68	19	13	68%	-2	-1
2c	People in my workgroup can explain how their work impacts customers	77	16	7	77%	0	-5
2d	My workgroup considers customer needs when planning our work	77	15	8	77%	-1	-5
6d	Senior managers communicate the importance of customers in our work	61	23	15	61%	-4	-3
7h	The processes in my organisation are designed to support the best experience for customers	50	32	18	50%	-3	-6
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	61	25	13	61%	-5	-2

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)				**61**%	-3	-3
1a	I understand what is expected of me to do well in my job	83	10	7	**83**%	-1	-1
1b	I get the support I need to do my job well	59	18	22	**59**%	-3	-3
1c	I have the tools and technology to do my job well	64	16	20	**64**%	-4	-4
1d	I have the time to do my job well	54	19	27	**54**%	-4	+2
3e	My performance is assessed against clear criteria	48	28	24	**48**%	-3	-6
3f	I have received the training and development I need to do my job well	57	23	20	**57**%	-2	-6

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)		**67**%	-1	-4
1e	My job gives me opportunities to use a variety of skills	77 / 12 / 11	77%	-1	-2
1f	I have a choice in deciding how I carry out day to day work tasks	68 / 16 / 15	68%	-2	-3
3d	In the last 12 months, I have received feedback to help me improve my work	58 / 20 / 22	58%	-2	-5
5h	My manager communicates how my role contributes to my organisation's purpose	64 / 20 / 16	64%	0	-4

Difference from (percentage point)

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

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Risk and innovation
Purpose and direction

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)		**68**%	-3	-4
1l	I am comfortable notifying my manager if I become aware of any risks at work	83 / 8 / 9	83%	-2	-3
5a	My manager encourages people in my workgroup to keep improving the work they do	71 / 17 / 12	71%	-2	-4
7a	My organisation is making improvements to meet future challenges	50 / 30 / 20	50%	-5	-7

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)				**67**%	-	-2
6b	Senior managers model the values of my organisation	51	27	21	**51**%	-5	-2
7p	My organisation shows a commitment to ethical behaviours	66	20	14	**66**%	-	-4
7q	I support my organisation's values	84	13		**84**%	-	-1

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)		**59**%	-2	-2
2a	My workgroup works collaboratively to achieve its goals	76 / 13 / 11	76%	-1	-3
6c	Senior managers promote collaboration between my organisation and other organisations we work with	51 / 31 / 18	51%	-4	-1
7c	There is good co-operation between teams across my organisation	51 / 26 / 24	51%	-2	-4

Difference from (percentage point)

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

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People Matter

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)				**64%**	-	-4
2b	People in my workgroup treat each other with respect	77	12	11	77%	-2	-3
6f	Senior managers support the career advancement of all employees	40	29	31	40%	-	-4
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	74	14	12	74%	-2	-4
8b	I can speak up and share a different view to others in my organisation	63	19	19	63%	-3	-4
8c	I feel that I belong in my organisation	66	21	13	66%	-1	-4

Difference from (percentage point)

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

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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)					**60**%	-4	-2
8e	How satisfied are you with your ability to access and use flexible working arrangements?	58	25	17	58%	-4	-2
8f	My manager supports flexible working in my team	63	23	14	63%	-4	-3

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 2021	difference from Sector
Flexible start and finish times		49%	-2	+4
Working more hours over fewer days		10%	0	0
Working additional hours to make up for time off		14%	0	-3
Flexible scheduling for rostered workers		8%	0	+1
Part-time work		7%	-1	-5
Job sharing		2%	0	-1
Working from different locations		19%	+2	-1
Working from home		47%	-5	-1
Purchasing annual leave		1%	0	0
Leave without pay		4%	+1	-4
Study leave		2%	0	-3
Other		3%	0	0
None of the above		31%	+3	+5

Difference from (percentage point)

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

r = below privacy cut-off

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	46	30	24	46%	-	-7

*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)					**65**%	-3	-4
7r	I am confident work health and safety issues I raise will be addressed promptly	69	17	15	**69**%	-2	-6
7s	There are effective resources in my organisation to support employee wellbeing	62	19	19	**62**%	-5	-2

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
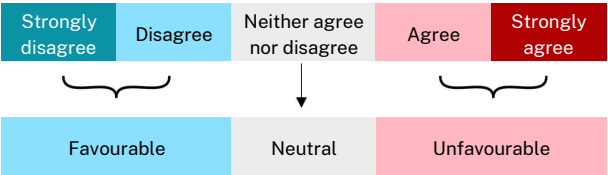
• reduced professional effectiveness.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
1n	I feel burned out by my work (disagree)	37	30	33	37%	-	+3

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 <u>did not</u> feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that <u>did</u> 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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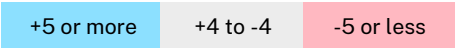
Recruitment
Enabling practices

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)					**38%**	-	-10
7f	My organisation makes fair recruitment and promotion decisions	34	29	36	**34%**	-	-10
7g	My organisation generally selects capable people to do the job	42	26	31	**42%**	-2	-11

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)					**49%**	-1	-6
3f	I have received the training and development I need to do my job well	57	23	20	57%	-2	-6
3g	I am satisfied with the opportunities available for career development in my organisation	45	22	33	45%	0	-4
7e	My organisation is committed to developing its employees	45	28	27	45%	-3	-7

Difference from (percentage point)

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

r = below privacy cut-off

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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	41%	+3	0
No	59%	-3	0

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		29%	-2	+2
Lack of promotion opportunities		30%	-2	+3
Lack of support from my manager / supervisor		15%	+1	+3
Geographic location considerations		31%	0	+6
Personal / family considerations		33%	+1	+3
Insufficient training and development		19%	0	+4
Lack of required capabilities or experience		13%	0	+1
Lack of support for temporary assignments / secondments		19%	+1	+5
The application / recruitment process is too cumbersome or time consuming		24%	+2	+2
Other		10%	0	0
There are no major barriers to my career progression		25%	0	-3

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	54	18	28	54%	-12	+6

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)					**56**%	-2	-4
5f	My manager provides recognition for the work I do	67	16	16	**67**%	-2	-3
7o	I receive adequate recognition for my contributions from my organisation	44	27	29	**44**%	-3	-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)					**51**%	-2	-5
3d	In the last 12 months, I have received feedback to help me improve my work	58	20	22	**58**%	-2	-5
3e	My performance is assessed against clear criteria	48	28	24	**48**%	-3	-6
5g	My manager appropriately deals with employees who perform poorly	46	30	24	**46**%	-1	-2

		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	**57**%	-2	-14
3b	I have informal feedback conversations with my manager	**73**%	-1	-6
3c	I have scheduled feedback conversations with my manager	**52**%	-3	-11

Difference from (percentage point)

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

r = below privacy cut-off

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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)				**48%**	-	-3
6a Senior managers provide clear direction for the future of the organisation	45	28	26	45%	-4	-4
6b Senior managers model the values of my organisation	51	27	21	51%	-5	-2
6c Senior managers promote collaboration between my organisation and other organisations we work with	51	31	18	51%	-4	-1
6d Senior managers communicate the importance of customers in our work	61	23	15	61%	-4	-3
6e Senior managers listen to employees	40	28	32	40%	-4	-4
6f Senior managers support the career advancement of all employees	40	29	31	40%	-	-4

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)				**54**%	-1	-6
5e	I have confidence in the decisions my manager makes	69	17	14	**69**%	-1	-2
7d	People in my organisation take responsibility for their own actions	38	30	31	**38**%	-1	-10

Difference from (percentage point)

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

r = below privacy cut-off

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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)		**50%**	-3	-5
5b My manager communicates effectively with me	72 / 14 / 14	**72%**	-1	-2
6a Senior managers provide clear direction for the future of the organisation	45 / 28 / 26	**45%**	-4	-4
7b Change is managed well in my organisation	32 / 30 / 38	**32%**	-3	-6

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)					**60**%	-2	-4
5c	My manager encourages and values employee input	71	15	14	**71**%	-1	-4
5d	My manager involves my workgroup in decisions about our work	66	17	17	**66**%	-2	-4
6e	Senior managers listen to employees	40	28	32	**40**%	-4	-4
8b	I can speak up and share a different view to others in my organisation	63	19	19	**63**%	-3	-4

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	36	27	36	36%	-3	-7

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		20%	0	+5
witnessed bullying		22%	-2	+1
experienced bullying		15%	-1	+2
witnessed sexual harassment		4%	0	+1
experienced sexual harassment		5%	0	+1
experienced threats or physical harm		8%	0	0
experienced discrimination		13%	0	+3
experienced racism		5%	0	0

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

People Matter

Stronger Communities questions

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	72	19	9	72%	+3
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	75	17	8	75%	0
I understand how my work links to the strategic outcomes in my organisation	77	16	7	77%	0
All things considered, I feel my organisation provides good support for my mental health and well-being	59	22	19	59%	0
My manager is committed to, and supportive of, diverse workgroups	77	17		77%	+3
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	68	27		68%	+6
In my workplace, I feel comfortable and respected in expressing my culture, cultural practice, and knowledge?	73	20	7	73%	-
Our workplace respects different cultures and adapts its services accordingly	75	19		75%	-

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

Stronger Communities questions

What is your role?		2022 % respondents	difference from 2021
Administration	▮	13%	+1
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)	▮	8%	+1
Custodial Officer	▮	15%	+5
Youth Worker	|	1%	+1
Sheriff's Officer	|	1%	0
Community Corrections Officer	|	4%	+1
Child Protection Caseworker	▮	6%	+1
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		0%	0
Caseworker - Helpline	|	1%	0
Casework Support Worker	|	1%	0
Casework Specialist	|	1%	0
Manager - Child Protection (Manager Casework and Manager Client Services)	|	2%	0
Permanency Co-ordinator		0%	0

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

Stronger Communities questions

What is your role?		2022 % respondents	difference from 2021
Asset or Property Management		0%	0
Client Liaison Officer / Client Service Officer (field and HCC)		5%	+2
Housing Manager / Housing Team Leader		1%	0
Disability Case Manager		r	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)		r	-
Coordinator Accommodation and Respite		r	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager		0%	0
Large Residential Centre (LRC) Manager		r	-
Legal officer or other legal professional (Legal support,Paralegal)		2%	+1
Disability Clinician		r	-
Disability Team Leader		r	-
Disability Support Worker		r	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)		r	-

Difference from (percentage point)

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

r = below privacy cut-off

Stronger Communities questions

What is your role?		2022 % respondents	difference from 2021
Psychologist		1%	0
Teacher		0%	0
Policy/Program/Project Officer		5%	+1
Policy/Program/Project Manager		2%	0
Senior Executive Band 1		1%	0
Senior Executive Band 2 and 3		0%	0
Permanent Fire fighter		7%	+3
Retained Fire fighter		6%	+2
Other		15%	+3

Difference from (percentage point)

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

r = below privacy cut-off

Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people		2022 % respondents	difference from 2021
The Secretary and Deputy Secretaries		2%	0
My Executive Director and above		8%	-1
My Director and above		26%	+3
My Manager's Manager and above		40%	0
My Manager and above		23%	-1

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

Results by child unit and 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	45
Man	43
Non-binary	1
Use a different term	0
Prefer not to say	11

Age	
15-34 years	22
35-54 years	48
55+ years	13
Prefer not to say	17

Aboriginal and/or Torres Strait Islander	
Yes	5
No	85
Prefer not to say	9

Cultural background	
Oceanian	81
North-West European	12
Southern and Eastern European	6
North African and Middle Eastern	3
South-East Asian	2
North-East Asian	2
Southern and Central Asian	5
Peoples of the Americas	1
Sub-Saharan African	1

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

Disability	% respondents
Yes	6
No	88
Prefer not to say	6

LGBTIQ+	
Yes	6
No	83
Prefer not to say	10

LOTE spoken at home	
Yes	16
No	78
Prefer not to say	6

Working arrangement	
Full-time	90
Part-time	10

Employment status	
Senior executive	2
Ongoing / permanent	84
Temporary	4
Casual	1
Contract-non-executive	2
Labour hire	1
Other	2
Don't know	3

Type of work	% respondents
Service delivery involving direct contact with the public	45
Other service delivery work	6
Administrative support	8
Corporate services	8
Policy	1
Research	1
Program and project management support	5
Legal	3
Other	23

Organisation tenure	
Less than 1 year	11
1 year to less than 2 years	7
2 years to less than 5 years	18
5 years to less than 10 years	18
10 years to less than 20 years	26
More than 20 years	20

Salary	
$87,492 and below	29
$87,493 - $113,342	34
$113,343 - $151,608	20
$151,609 and above	4
Prefer not to say	12

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	Advocate for Children and Young People	Crown Solicitor's Office	Department of Communities and Justice	Fire and Rescue NSW	Multicultural NSW	NSW Police Force	NSW Rural Fire Service	NSW State Emergency Service	NSW Trustee and Guardian	Resilience NSW
Employee engagement	62	87	66	64	68	80	56	62	71	59	65
Wellbeing	59%	86%	56%	61%	70%	70%	53%	51%	63%	52%	65%
Role clarity and support	61%	77%	60%	65%	60%	76%	55%	50%	60%	58%	62%
Inclusion and diversity	64%	87%	72%	66%	64%	82%	61%	58%	71%	65%	73%
Teamwork and collaboration	59%	85%	60%	61%	63%	80%	55%	53%	62%	56%	67%
Learning and development	49%	73%	46%	55%	41%	73%	43%	38%	47%	47%	51%
Senior managers	48%	91%	52%	53%	44%	75%	42%	36%	56%	49%	61%
Communication and change management	50%	88%	54%	54%	48%	78%	43%	38%	56%	50%	56%
Employee voice	60%	91%	73%	63%	61%	83%	53%	53%	69%	62%	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 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	62	66	61	49	61	58	61	67	65	63	65
Wellbeing	59%	62%	60%	44%	56%	49%	58%	66%	61%	61%	64%
Role clarity and support	61%	66%	60%	49%	61%	56%	60%	67%	63%	63%	65%
Inclusion and diversity	64%	69%	63%	47%	59%	57%	63%	68%	68%	66%	65%
Teamwork and collaboration	59%	64%	59%	44%	56%	53%	57%	65%	63%	61%	62%
Learning and development	49%	56%	46%	36%	50%	44%	49%	56%	54%	51%	52%
Senior managers	48%	55%	46%	32%	48%	44%	48%	56%	53%	50%	49%
Communication and change management	50%	56%	48%	36%	49%	45%	49%	58%	54%	51%	51%
Employee voice	60%	66%	59%	44%	58%	55%	59%	65%	64%	63%	60%

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	62	59	62	68	71	70	72	70	69	60
Wellbeing	59%	55%	63%	68%	70%	70%	71%	70%	62%	58%
Role clarity and support	61%	57%	62%	71%	72%	70%	74%	70%	64%	60%
Inclusion and diversity	64%	62%	64%	71%	77%	74%	78%	75%	74%	58%
Teamwork and collaboration	59%	58%	57%	68%	71%	73%	71%	70%	63%	54%
Learning and development	49%	45%	49%	58%	61%	61%	64%	58%	55%	48%
Senior managers	48%	43%	47%	60%	64%	64%	63%	63%	56%	46%
Communication and change management	50%	46%	49%	61%	63%	60%	62%	60%	57%	48%
Employee voice	60%	57%	59%	68%	75%	74%	78%	75%	72%	56%

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	62	73	68	63	60	59	60
Wellbeing	59%	74%	64%	60%	58%	57%	57%
Role clarity and support	61%	71%	66%	62%	59%	59%	60%
Inclusion and diversity	64%	77%	71%	65%	62%	63%	62%
Teamwork and collaboration	59%	72%	64%	59%	56%	58%	58%
Learning and development	49%	67%	58%	50%	46%	46%	46%
Senior managers	48%	65%	57%	51%	45%	45%	44%
Communication and change management	50%	67%	58%	52%	47%	46%	46%
Employee voice	60%	75%	68%	61%	58%	58%	56%

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	62	64	65	62	60	60	64	63	60
Wellbeing	59%	62%	63%	60%	60%	55%	61%	60%	60%
Role clarity and support	61%	63%	66%	62%	59%	58%	60%	63%	60%
Inclusion and diversity	64%	67%	69%	65%	63%	62%	65%	63%	60%
Teamwork and collaboration	59%	62%	64%	60%	57%	54%	64%	56%	54%
Learning and development	49%	51%	54%	51%	46%	47%	49%	52%	47%
Senior managers	48%	50%	55%	47%	44%	46%	49%	49%	43%
Communication and change management	50%	52%	55%	49%	48%	47%	51%	50%	45%
Employee voice	60%	63%	66%	60%	58%	57%	61%	58%	56%

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	62	67	59	66	64	61	65	68	56	64
Wellbeing	59%	63%	53%	65%	60%	59%	61%	66%	58%	62%
Role clarity and support	61%	63%	56%	63%	61%	59%	59%	68%	60%	57%
Inclusion and diversity	64%	70%	58%	70%	64%	64%	64%	69%	58%	63%
Teamwork and collaboration	59%	65%	52%	68%	60%	58%	62%	64%	53%	58%
Learning and development	49%	51%	45%	54%	51%	45%	44%	58%	46%	51%
Senior managers	48%	55%	43%	56%	53%	43%	50%	56%	42%	48%
Communication and change management	50%	55%	44%	57%	51%	47%	50%	58%	44%	50%
Employee voice	60%	66%	54%	67%	61%	59%	60%	68%	55%	59%

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

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.

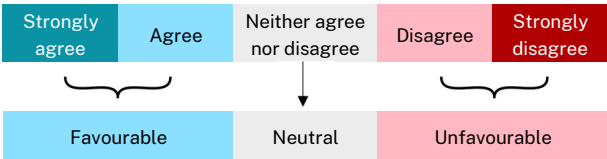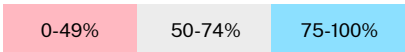| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and 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	
	Burnout			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.

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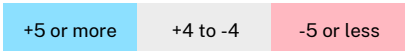
Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

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: _____ _____ _____ _____	Are there any other opportunities coming out of the results that we want to explore further? _____ _____ _____ _____	Areas we need to focus on and turn into action plans: _____ _____ _____ _____
Think about how we can build on our strengths and learn from what we are good at.	How could we investigate? Through looking at the data in in more detail or through discussions with staff?	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.				