

People Matter

NSW Public Sector
Employee Survey 2022

Agency Report

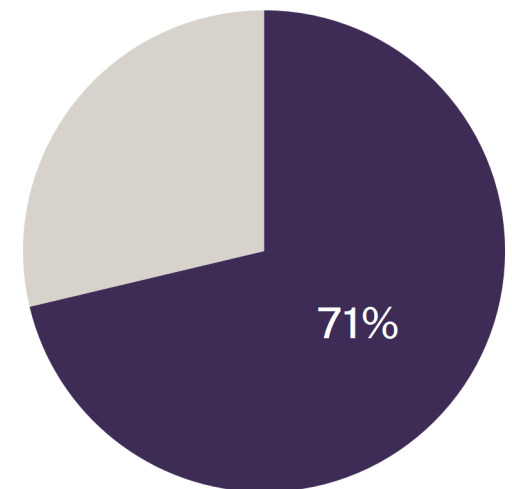
NSW Trustee and Guardian

Survey period: 22 August to 16 September 2022

Completed surveys: 499

Response rate: 71%

Response rate:



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

NSW public sector

- Stronger Communities
 - NSW Trustee and Guardian

High level results..... 4

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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
Ethics and values	7q	I support my organisation's values		88%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		84%	-6
Inclusion and diversity	2b	People in my workgroup treat each other with respect		82%	-3
Customer service	2c	People in my workgroup can explain how their work impacts customers		81%	-3
Role clarity and support	1a	I understand what is expected of me to do well in my job		80%	-4
- Questions with the lowest favourable scores				2022 % favourable	difference from 2021
Communication and change management	7b	Change is managed well in my organisation		28%	-5
Burnout (disagree)	1n	I feel burned out by my work (disagree)		34%	-
Recruitment	7f	My organisation makes fair recruitment and promotion decisions		34%	-
Decision making and accountability	7d	People in my organisation take responsibility for their own actions		37%	-1
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly		39%	-8

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
Recruitment	7g	My organisation generally selects capable people to do the job	43%	+3
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	44%	+2
Role clarity and support	1d	I have the time to do my job well	46%	+1
Learning and development	7e	My organisation is committed to developing its employees	44%	+1
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	69%	0
- Least improved questions			2022 % favourable	difference from 2021
Wellbeing	1m	In general, my sense of wellbeing is..	53%	-13
Risk and innovation	7a	My organisation is making improvements to meet future challenges	55%	-11
Flexible working	8f	My manager supports flexible working in my team	74%	-11
Pay	4	I am paid fairly for the work I do	57%	-10
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	70%	-10

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	44%	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	46%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	55%	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	43%	Improve
Role clarity and support	1b	I get the support I need to do my job well	58%	Improve
Employee voice / Senior managers	6e	Senior managers listen to employees	39%	Improve

r = below privacy cut-off

Results by topic

Discover more about your results

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

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Employee engagement (total score)*				59	-5	-6	-4
7j I would recommend my organisation as a great place to work	53	21	26	53%	-7	-9	-5
7k I am proud to tell others I work for my organisation	57	22	21	57%	-6	-12	-10
7l I feel a strong personal attachment to my organisation	53	29	19	53%	-6	-8	-7
7m My organisation motivates me to help it achieve its goals	51	23	26	51%	-5	-4	+1
7n My organisation inspires me to do the best in my job	49	26	25	49%	-5	-6	-1

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



r = below privacy cut-off

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

Intention to stay is a leading indicator for turnover. However, intention doesn’t always translate into action.

19n How long do you think you will continue to work in your current organisation?		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Less than 1 year	<div></div>	14%	+3	+5	+7
1 year to less than 2 years	<div></div>	13%	-1	+3	+5
2 years to less than 5 years	<div></div>	18%	-5	-2	+2
5 years to less than 10 years	<div></div>	24%	+1	-1	0
10 years to less than 20 years	<div></div>	21%	+2	-2	-5
More than 20 years	<div></div>	11%	0	-5	-9

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
Job satisfaction (total score)					63%	-10	-5	-4
1g	My job gives me a feeling of personal accomplishment	68	15	17	68%	-9	-4	-2
1h	I feel motivated to contribute more than what is normally required at work	62	17	21	62%	-10	-4	-2
1i	I am satisfied with my job	60	18	22	60%	-10	-7	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Wellbeing (total score)				52%	-7	-7	-8
1j I can keep my work stress at an acceptable level	51	18	31	51%	-1	-8	-9
1m In general, my sense of wellbeing is..	53	32	15	53%	-13	-6	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Customer service (total score)					68%	-4	-2	+2
1k	I am empowered to make the decisions needed to help customers and/or communities	71	16	13	71%	-2	+2	+2
2c	People in my workgroup can explain how their work impacts customers	81	13		81%	-3	0	+5
2d	My workgroup considers customer needs when planning our work	80	14	7	80%	-5	-3	+3
6d	Senior managers communicate the importance of customers in our work	70	16	15	70%	-10	+5	+8
7h	The processes in my organisation are designed to support the best experience for customers	46	26	28	46%	-2	-10	-4
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	57	25	18	57%	-5	-6	-4

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
Role clarity and support (total score)				58%	-3	-6	-3
1a I understand what is expected of me to do well in my job	80	11	9	80%	-4	-4	-3
1b I get the support I need to do my job well	58	16	26	58%	-5	-5	-2
1c I have the tools and technology to do my job well	60	15	25	60%	-2	-8	-4
1d I have the time to do my job well	46	17	38	46%	+1	-6	-9
3e My performance is assessed against clear criteria	52	25	24	52%	-6	-3	+3
3f I have received the training and development I need to do my job well	56	21	23	56%	-1	-7	-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)					70%	-5	0	+4
1e	My job gives me opportunities to use a variety of skills	<div><div>74</div><div>13</div><div>12</div></div>			74%	-8	-5	-2
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>74</div><div>12</div><div>14</div></div>			74%	-6	+3	+6
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>64</div><div>19</div><div>16</div></div>			64%	-7	+1	+6
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>69</div><div>15</div><div>16</div></div>			69%	0	+1	+5

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)					71%	-8	-2	+3
1l	I am comfortable notifying my manager if I become aware of any risks at work	84			84%	-6	-2	+1
5a	My manager encourages people in my workgroup to keep improving the work they do	73			73%	-6	-2	+2
7a	My organisation is making improvements to meet future challenges	55			55%	-11	-2	+5

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)					68%	-	-1	+1
6b	Senior managers model the values of my organisation			<div><div>50</div><div>26</div><div>24</div></div>	50%	-7	-4	-2
7p	My organisation shows a commitment to ethical behaviours			<div><div>66</div><div>20</div><div>13</div></div>	66%	-	-4	0
7q	I support my organisation's values			<div><div>88</div><div>9</div><div></div></div>	88%	-	+4	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)					56%	-3	-6	-3
2a	My workgroup works collaboratively to achieve its goals	76 12 12			76%	-6	-3	0
6c	Senior managers promote collaboration between my organisation and other organisations we work with	48 30 22			48%	-5	-4	-3
7c	There is good co-operation between teams across my organisation	44 24 32			44%	+2	-10	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Inclusion and diversity (total score)					65%	-	-3	0
2b	People in my workgroup treat each other with respect	82			82%	-3	+2	+5
6f	Senior managers support the career advancement of all employees	40			40%	-	-4	0
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	74			74%	-5	-5	0
8b	I can speak up and share a different view to others in my organisation	62			62%	-6	-4	-1
8c	I feel that I belong in my organisation	64			64%	-8	-6	-3

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Flexible working (total score)					74%	-10	+11	+14
8e	How satisfied are you with your ability to access and use flexible working arrangements?	75 11 14			75%	-8	+14	+17
8f	My manager supports flexible working in my team	74 14 12			74%	-11	+9	+11

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	<div></div>	81%	-2	+37	+32
Working more hours over fewer days	<div></div>	14%	-6	+5	+5
Working additional hours to make up for time off	<div></div>	27%	-2	+9	+13
Flexible scheduling for rostered workers	<div></div>	9%	-1	+2	+1
Part-time work	<div></div>	6%	-3	-6	-1
Job sharing		r	-	-	-
Working from different locations	<div></div>	30%	+13	+10	+11
Working from home	<div></div>	84%	-7	+36	+38
Purchasing annual leave		r	-	-	-
Leave without pay	<div></div>	4%	+1	-4	0
Study leave		r	-	-	-
Other	<div></div>	3%	+1	0	0
None of the above	<div></div>	5%	+2	-22	-26

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	41	36	23	41%	-	-12	-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%	-6	-10	-5
7r	I am confident work health and safety issues I raise will be addressed promptly	66	18	15	66%	-5	-8	-2
7s	There are effective resources in my organisation to support employee wellbeing	53	23	25	53%	-7	-11	-9

Difference from (percentage point)

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

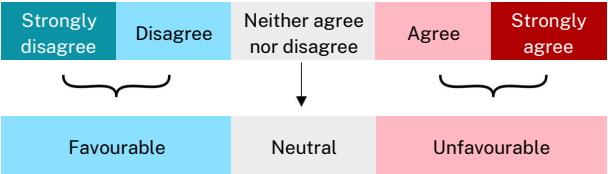
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
1n I feel burned out by my work (disagree)	34	25	42	34%	-	0	-3

Note on interpretation:

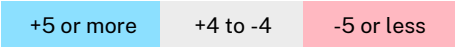
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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 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
Recruitment (total score)					39%	-	-10	0
7f	My organisation makes fair recruitment and promotion decisions	34	29	36	34%	-	-10	0
7g	My organisation generally selects capable people to do the job	43	24	33	43%	+3	-10	+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
Learning and development (total score)					47%	-1	-8	-2
3f	I have received the training and development I need to do my job well	56	21	23	56%	-1	-7	-1
3g	I am satisfied with the opportunities available for career development in my organisation	41	24	36	41%	-3	-9	-4
7e	My organisation is committed to developing its employees	44	27	29	44%	+1	-8	-1

Difference from (percentage point)

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












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

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

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

	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Yes	49%	+3	+8	+8
No	51%	-3	-8	-8

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

Lack of visible opportunities		33%	-2	+6	+4
Lack of promotion opportunities		34%	+2	+7	+4
Lack of support from my manager / supervisor		14%	+3	+3	0
Geographic location considerations		21%	-2	-3	-9
Personal / family considerations		28%	0	-3	-5
Insufficient training and development		17%	+2	+3	-2
Lack of required capabilities or experience		11%	-1	-1	-2
Lack of support for temporary assignments / secondments		20%	+2	+6	+1
The application / recruitment process is too cumbersome or time consuming		35%	+3	+13	+11
Other		11%	0	+1	+1
There are no major barriers to my career progression		24%	+3	-4	-1

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	57	20	23	57%	-10	+9	+3

Difference from (percentage point)

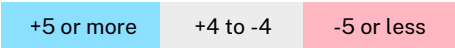
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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)					58%	0	-3	+2
5f	My manager provides recognition for the work I do	71 14 15			71%	-1	+1	+4
7o	I receive adequate recognition for my contributions from my organisation	43 29 28			43%	0	-6	-1

Difference from (percentage point)



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
Feedback and performance management (total score)					52%	-7	-4	+1
3d	In the last 12 months, I have received feedback to help me improve my work	64	19	16	64%	-7	+1	+6
3e	My performance is assessed against clear criteria	52	25	24	52%	-6	-3	+3
5g	My manager appropriately deals with employees who perform poorly	39	39	23	39%	-8	-10	-7

			2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Performance management process						
3a	I have a performance and development plan that sets out my individual goals		72%	-2	+1	+15
3b	I have informal feedback conversations with my manager		82%	-5	+4	+9
3c	I have scheduled feedback conversations with my manager		74%	-4	+11	+22

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
Senior managers (total score)					49%	-	-3	+1
6a	Senior managers provide clear direction for the future of the organisation	46	26	28	46%	-10	-4	+1
6b	Senior managers model the values of my organisation	50	26	24	50%	-7	-4	-2
6c	Senior managers promote collaboration between my organisation and other organisations we work with	48	30	22	48%	-5	-4	-3
6d	Senior managers communicate the importance of customers in our work	70	16	15	70%	-10	+5	+8
6e	Senior managers listen to employees	39	27	34	39%	-7	-6	-1
6f	Senior managers support the career advancement of all employees	40	30	30	40%	-	-4	0

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)					54%	-4	-7	-1
5e	I have confidence in the decisions my manager makes	69 15 15			69%	-7	-2	0
7d	People in my organisation take responsibility for their own actions	37 30 32			37%	-1	-11	-1

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
Communication and change management (total score)					50%	-7	-5	0
5b	My manager communicates effectively with me	75			75%	-5	0	+3
6a	Senior managers provide clear direction for the future of the organisation	46	26	28	46%	-10	-4	+1
7b	Change is managed well in my organisation	28	26	46	28%	-5	-10	-4

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
Employee voice (total score)					62%	-7	-2	+2
5c	My manager encourages and values employee input	74 13 14			74%	-7	-1	+3
5d	My manager involves my workgroup in decisions about our work	72 11 17			72%	-7	+2	+6
6e	Senior managers listen to employees	39 27 34			39%	-7	-6	-1
8b	I can speak up and share a different view to others in my organisation	62 19 19			62%	-6	-4	-1

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	39	28	33	39%	-7	-4	+3

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>	13%	0	-2	-7
witnessed bullying	<div></div>	25%	+1	+5	+3
experienced bullying	<div></div>	16%	-1	+2	+1
witnessed sexual harassment		r	-	-	-
experienced sexual harassment	<div></div>	3%	0	-1	-2
experienced threats or physical harm	<div></div>	8%	-1	0	0
experienced discrimination	<div></div>	12%	-1	+2	-1
experienced racism	<div></div>	6%	0	+1	+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)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Stronger Communities questions



	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Cluster
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	76	15	9	76%	-4	+4
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	76	14	10	76%	-1	+1
I understand how my work links to the strategic outcomes in my organisation	80	12	9	80%	-4	+3
All things considered, I feel my organisation provides good support for my mental health and well-being	47	27	26	47%	-12	-12
My manager is committed to, and supportive of, diverse workgroups	75	17	7	75%	-2	-2
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	71	24		71%	-1	+3
In my workplace, I feel comfortable and respected in expressing my culture, cultural practice, and knowledge?	73	19	8	73%	-	0
Our workplace respects different cultures and adapts its services accordingly	73	20	7	73%	-	-2

Difference from (percentage point)

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

Stronger Communities questions

What is your role?		2022 % respondents	difference from 2021	difference from Cluster
Administration		27%	-2	+13
Business Enabler (Legal, IT, Finance, HR, Procurement & other corporate services)		10%	-3	+3
Custodial Officer		r	-	-
Youth Worker		r	-	-
Sheriff's Officer		r	-	-
Community Corrections Officer		r	-	-
Child Protection Caseworker		r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)		r	-	-
Caseworker - Helpline		r	-	-
Casework Support Worker		r	-	-
Casework Specialist		r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)		r	-	-
Permanency Co-ordinator		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	difference from Cluster
Asset or Property Management	r	-	-
Client Liaison Officer / Client Service Officer (field and HCC) 	16%	+1	+10
Housing Manager / Housing Team Leader	r	-	-
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	r	-	-
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal) 	6%	0	+3
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	difference from Cluster
Psychologist	r	-	-
Teacher	r	-	-
Policy/Program/Project Officer	3%	+1	-3
Policy/Program/Project Manager	r	-	-
Senior Executive Band 1	r	-	-
Senior Executive Band 2 and 3	r	-	-
Permanent Fire fighter	r	-	-
Retained Fire fighter	r	-	-
Other	32%	+3	+17

Difference from (percentage point)

+5 or more

+4 to -4

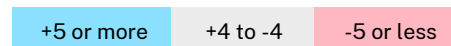
-5 or less

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	difference from Cluster
The Secretary and Deputy Secretaries	r	-	-
My Executive Director and above	r	-	-
My Director and above	21%	-5	-5
My Manager's Manager and above	52%	+4	+12
My Manager and above	24%	+1	+1

Difference from (percentage point)



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	58	Yes	10	Service delivery involving direct contact with the public	40
Man	26	No	78	Other service delivery work	7
Non-binary	r	Prefer not to say	12	Administrative support	11
Use a different term	r	LGBTIQ+		Corporate services	13
Prefer not to say	r			Policy	r
				Research	r
Age		Yes	7	Program and project management support	r
15-34 years	17	No	77	Legal	6
35-54 years	43	Prefer not to say	16	Other	18
55+ years	14	LOTE spoken at home		Organisation tenure	
Prefer not to say	26			Less than 1 year	23
				1 year to less than 2 years	8
Aboriginal and/or Torres Strait Islander		Yes	27	2 years to less than 5 years	17
Yes	r	No	61	5 years to less than 10 years	18
No	89	Prefer not to say	12	10 years to less than 20 years	21
Prefer not to say	r	Working arrangement		More than 20 years	14
				Salary	
				\$87,492 and below	28
Cultural background		Full-time	94	\$87,493 - \$113,342	34
Oceanian	72	Part-time	6	\$113,343 - \$151,608	14
North-West European	12	Employment status		\$151,609 and above	3
Southern and Eastern European	6			Prefer not to say	21
North African and Middle Eastern	r				
South-East Asian	4	Senior executive	2		
North-East Asian	4	Ongoing / permanent	86		
Southern and Central Asian	10	Temporary	r		
Peoples of the Americas	r	Casual	r		
Sub-Saharan African	3	Contract-non-executive	3		
		Labour hire	3		
		Other	r		
		Don't know	r		

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

r = below privacy cut-off

Selected key topic results by child unit

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

	Report total	Customer Experience	Financial Performance & Investments	Information & Technology	Legal & Professional Services	Office of the CEO	Public Guardian	Strategy, People & Governance	Trustee Services
Employee engagement	59	57	63	70	62	76	67	66	50
Wellbeing	52%	50%	63%	69%	57%	77%	51%	67%	41%
Role clarity and support	58%	56%	54%	74%	69%	77%	59%	66%	51%
Inclusion and diversity	65%	61%	59%	68%	66%	86%	70%	70%	61%
Teamwork and collaboration	56%	52%	59%	64%	61%	85%	64%	62%	49%
Learning and development	47%	42%	36%	58%	46%	66%	54%	46%	44%
Senior managers	49%	47%	48%	54%	50%	81%	56%	49%	43%
Communication and change management	50%	44%	53%	60%	49%	71%	62%	46%	44%
Employee voice	62%	55%	54%	72%	68%	78%	70%	69%	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 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	61	60	r	r	48	55	61	64	65	53
Wellbeing	52%	54%	58%	r	r	40%	44%	55%	60%	57%	50%
Role clarity and support	58%	62%	63%	r	r	52%	58%	62%	71%	64%	55%
Inclusion and diversity	65%	68%	69%	r	r	51%	58%	65%	76%	68%	63%
Teamwork and collaboration	56%	60%	59%	r	r	44%	47%	58%	64%	62%	55%
Learning and development	47%	52%	48%	r	r	41%	48%	43%	62%	51%	47%
Senior managers	49%	53%	51%	r	r	40%	35%	48%	57%	55%	46%
Communication and change management	50%	53%	53%	r	r	39%	46%	50%	55%	57%	47%
Employee voice	62%	64%	70%	r	r	56%	58%	64%	72%	68%	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 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	54	66	58	74	r	r	r	64	57
Wellbeing	52%	38%	72%	54%	74%	r	r	r	55%	49%
Role clarity and support	58%	50%	72%	59%	72%	r	r	r	65%	55%
Inclusion and diversity	65%	62%	75%	61%	79%	r	r	r	66%	59%
Teamwork and collaboration	56%	52%	70%	57%	69%	r	r	r	63%	55%
Learning and development	47%	43%	62%	49%	57%	r	r	r	45%	41%
Senior managers	49%	43%	67%	51%	64%	r	r	r	42%	47%
Communication and change management	50%	45%	69%	51%	63%	r	r	r	45%	47%
Employee voice	62%	56%	79%	59%	76%	r	r	r	68%	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 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	73	63	60	50	49	58
Wellbeing	52%	73%	62%	53%	46%	32%	45%
Role clarity and support	58%	74%	72%	56%	46%	45%	65%
Inclusion and diversity	65%	79%	71%	63%	59%	56%	64%
Teamwork and collaboration	56%	72%	65%	52%	46%	50%	54%
Learning and development	47%	68%	48%	38%	37%	34%	57%
Senior managers	49%	69%	56%	42%	40%	41%	52%
Communication and change management	50%	68%	55%	47%	42%	40%	51%
Employee voice	62%	79%	71%	57%	58%	50%	63%

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	62	58	r	76	r	r	r	r
Wellbeing	52%	58%	47%	r	60%	r	r	r	r
Role clarity and support	58%	65%	58%	r	58%	r	r	r	r
Inclusion and diversity	65%	70%	62%	r	78%	r	r	r	r
Teamwork and collaboration	56%	63%	55%	r	62%	r	r	r	r
Learning and development	47%	52%	44%	r	59%	r	r	r	r
Senior managers	49%	50%	49%	r	61%	r	r	r	r
Communication and change management	50%	53%	47%	r	70%	r	r	r	r
Employee voice	62%	66%	60%	r	81%	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	r	r	r	r	42	r	r	r	r
Wellbeing	52%	r	r	r	r	38%	r	r	r	r
Role clarity and support	58%	r	r	r	r	40%	r	r	r	r
Inclusion and diversity	65%	r	r	r	r	61%	r	r	r	r
Teamwork and collaboration	56%	r	r	r	r	44%	r	r	r	r
Learning and development	47%	r	r	r	r	36%	r	r	r	r
Senior managers	49%	r	r	r	r	40%	r	r	r	r
Communication and change management	50%	r	r	r	r	39%	r	r	r	r
Employee voice	62%	r	r	r	r	56%	r	r	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

Additional information about the survey

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

Survey model

The People Matter Employee Survey provides an important opportunity for 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.

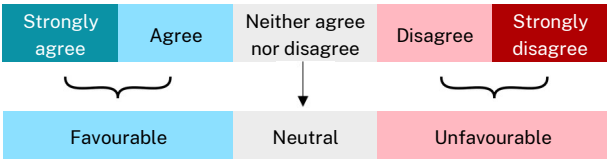


Privacy

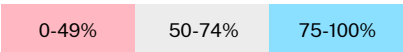
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

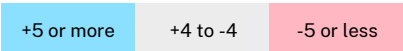


% favourable scores are colour coded based on these ranges:



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.				